



minutes

Executive Leadership Team

Thursday 25 June 2015, 8.30am
Executive Boardroom, Building 48

ATTENDEES

Rick Ede
Ray Meldrum
Leon Fourie
Wendy Horne
Owen Werner (Item 3.2)
Carla Tonks (Item 4.2)
Elizabeth Stewart (Minutes)

Steve Haddock
Meredith Morgan
Graeme Archer
Sarah Exeter
Brett Halvorson (Item 4.3)
Gordon Hassett (Item 4.3)

APOLOGIES

William Smith (Annual Leave)

Karakia timatanga

1. Minutes and Matters Arising from last meeting

2.2 Scholarships – It was noted that we are in the process of information and ideas gathering.

5.0 ELT discussed the action point for Wendy around Unitec's contractual obligations in relation to approval of international travel. She will get some advice from HR about this.

1.1 Action List

Discussed and updated. Noted that One Planet will come back to ELT in August 2015.

2. Items for Decision

2.1 Strategic Plan Recast

Rick introduced the recast strategic plan and themes noting that this was to go to the Unitec Council for decision on Monday 29 June 2015. The Executive Leadership Team considered the document. The wording for item 4 j *"We will be coveted as "the place to work"* was considered; more thought would be given to alternative words. It was noted that the graphic in the document was not representative of the text, which could cause confusion.

RESOLVED

The Executive Leadership Team endorsed the following:

1. Aspiration statement for Unitec
To be a world leader in contemporary, applied learning and an agent of positive economic and social change
2. Purpose statement for Unitec
We enable better futures for our students, for organisations, and for communities
3. Critical Success Factors for Unitec
 - a. *Highly employable and enterprising life-long learners*
 - b. *Engaged and inspired staff equipped with capabilities for our future*
 - c. *A financially sustainable Unitec*
4. Enabling Goals, linked to the above Critical Success Factors, for Unitec:
Highly employable and enterprising life-long learners
 - a. *Our partnerships with stakeholders will enable seamless transitions into career-focused learning, and into employment and entrepreneurship*
 - b. *Our future-focused programmes and research will create positive impact for industries and communities in our priority sectors*
 - c. *Our programmes will be distinctively technology-enabled and work-integrated, will champion innovation, and will be sought after locally and internationally*
 - d. *We will provide seamless, learner focused support 24/7*
 - e. *Students from all backgrounds will succeed here*
Engaged and inspired staff equipped with capabilities for our future
 - f. *Our staff will be engaged in living jobs*
 - g. *Our work environments will promote service, creativity, and innovation*
 - h. *We will have strong, engaged, and accountable leadership at all levels of the organisation*
 - i. *We will support and grow our talented staff*
 - j. *We will be coveted as "the place to work"*

A financially sustainable Unitec

- k. We will grow and diversify profitable revenue*
- l. We will efficiently utilise our human resources*
- m. We will efficiently utilise our physical spaces*
- n. We will develop viable courses and programmes*
- o. We will maintain and develop a strong and unique brand presence*

3. Items for Discussion

3.1 Update: Status of previous audit reports

Meredith explained that Audit and Risk Committee have requested that as audit reports are completed they are to be circulated to the Committee. The Committee are particularly interested in the special audit reports.

Meredith asked if the ELT could please ensure timely responses to Internal Audit for information. Delayed responses are holding up the audit plan.

At their most recent meeting, the Audit & Risk Committee approved a refocus on upcoming audits, with more focus on revenue capture e.g. our ability to accurately enrol.

ACTION: It was decided that each audit response is signed off by the Executive responsible to ensure visibility and ownership.

The group discussed alignment between the focus and pace of internal audit and balancing this with other initiatives underway. We need clear identification of priorities and recommendations to ensure we're focussing team energies on the most important things first.

3.2 Update: Whetu / Blueprint

Meredith gave an overview of the Project Whetu project and the proposal to outsource student services to Concentrix. The paper sought approval to continue due diligence with the company.

Owen explained the reconceptualisation of services and presented the finance assessment, workforce costs and customer service function with a 5 year view. It was noted that we should capture the costs of the additional space that Concentrix may need. Unitec are contractually locking in progressive cost reductions and sharing efficiencies by better utilising Concentrix's infrastructure.

ACTION: A comparison against the current cost base would be useful and interesting to present to Council. This should show significant savings and be a positive thing to communicate. A big bang vs. phased approach to implementation was discussed, including how each component may be lined up for transition. The whole of the Blueprint including Whetu will go out for consultation together but components of the Blueprint will be high level only. More detailed information will be available in February 2016 in the form of a programme proposal for change, which will have within it a specific proposal.

The Executive noted that the risk management needs to stay in focus.

4. Items for Information

4.1 Internal Audit Plan Progress

Covered under Item 3.1.

4.2 Health & Safety Update

Carla gave an overview of the draft Health & Safety Plan. Better Health & Safety governance is required. Unitec currently has a compliant culture, not embedded safety behaviours.

Safety conversations / walks were discussed for Council and ELT, to be given high priority and put in the diary for the rest of 2015. These would be 1 hour max and part of the broader visibility aspects involved in changing Health & Safety behaviours at Unitec.

ACTION: The target is to have participated in four (4) walks each prior to the end of 2015. ELT should attend departmental Health & Safety meetings periodically. Rick advised he is happy to make himself available for monthly Health & Safety representatives meetings. This links back to visibility and accessibility of ELT in the Staff Survey.

Communication to staff around overall stepping up of Health & Safety is necessary. To be launched once Carla's plan is finalised. This will also be sent to Council for discussion.

A re-launch of Health & Safety Strategy and collateral to support this should be considered. Deep dives into specific areas are on the cards, a separate A3 plan can be produced for areas of interest.

4.3 Tranche 1 Business Case

Graeme reviewed the concept of mini business cases. The plan is to define these mini business cases so they capture all aspects and enablers that feed into the Tranche 1 Business Case.

A one-pager was distributed for discussion in relation to initiatives proposed as mini business cases under the work streams identified. This is starting to get to grips with the work to be done and helping us work out interdependencies and interrelationships between pieces of work.

Wendy, Leon & Ray departed 10:35 a.m.

Brett gave an overview of the process for completion of the detailed business case. This will follow the MBIE Better Business Case framework but be better integrated to make this as simple as possible to read and digest and will provide one cohesive document that provides appropriate discussion. To go to Council early December 2015.

Decisions will be required with regard to governance and reporting arrangements. The team need to conclude on definition of each mini business case, confirmed ownership and financial and analyst resource.

Next steps: Graeme and Gordon to work on mini business case definition, set up conversations with ELT and Tier 3 Managers to come up with a collective view, and through this process agree ownership of each area. Defining these mini business cases is a critical factor for achievement of Tranche 1 outcomes and prioritisation of conversations.

It was signalled to the Executive that an hour is to be added onto ELT meetings, safeguarding ninety (90) minutes purely for transformation related agenda items.

Meeting closed 10.45 am



minutes

Executive Leadership Team Planning Day

Friday 17 July 2015, 9.00am
Executive Boardroom, Building 48

ATTENDEES

Rick Ede (RE)
Steve Haddock (SH)
Wendy Home (WH)
Elizabeth Stewart (*Minutes – if required*)

Meredith Morgan (MM)
Ray Meldrum (RM)
Graeme Archer (GA)

APOLOGIES

Leon Fourie (LF)

William Smith (WS)

1. Minutes and Matters Arising from last meeting

1.1 Action List

2. Items for Decision (*210 minutes*)

2.1 Sector Alignment Proposal for Change (*60 minutes*) MM

Morning Tea Break 10.25 – 11.15am

2.2 Blueprint and Whetu Proposal for Change (*150 minutes*) MM

Lunch 1.30pm

3. Items for Discussion (*120 minutes*)

3.1 Target Culture (*120 minutes*) MM

4. Items for Information

N/A

Approx. finish time 3.30pm



memo

To	Executive Leadership Team	Date:	14 July 2015
CC	Owen Werner General Manager		
From	Meredith Morgan Executive Director Organisational Development	Phone No.	
Subject	Blueprint Student Services Proposal for Change		

Recommendation

That the Executive Leadership Team endorse the Blueprint Student Service proposal for change to be presented to Unitec Council for approval at the 27 July 2015 meeting.

Introduction:

The Blueprint Student Services proposal for change recommends the convergence of previously separate services and functions into a new unified and centralised structure leveraging technology to enable self-help options, more proactive and anticipatory services, more personalisation and tailoring, and a greater effort by Unitec on removing barriers to student success.

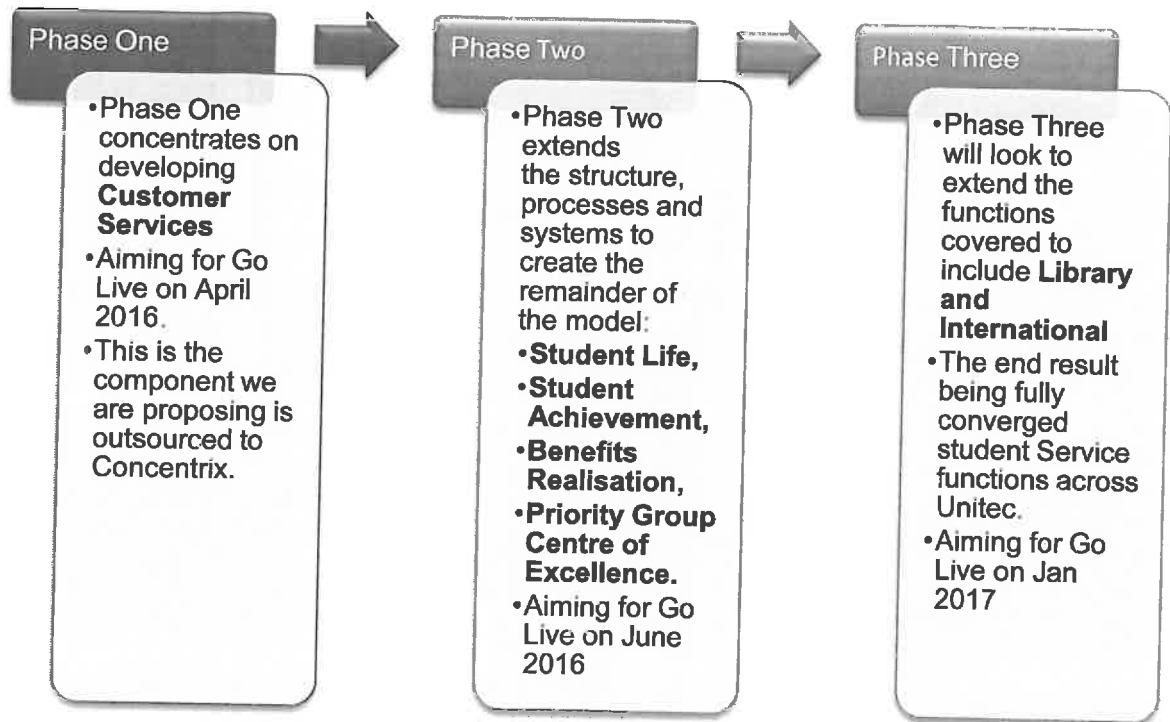
The proposal for change will be consulting about, and seeking feedback on, two things:

- a) The overall Blueprint model
- b) Implementation of phase one – the outsourcing of customer services to Concentrix.

Overview of the proposal for change document:

The document is still DRAFT – there are some remaining gaps/information to be inserted (indicated by yellow highlights).

- Explains the process and methodology taken and describes the Blueprint service model and the decision and rationale for outsourcing customer services.
- Clearly articulates the phased implementation approach (as per diagram below).
- The organisation charts in Appendix B provide an overview of the impact on current roles and the future organisation structure.



Friday 17 July 2015 Workshop

The Steering Group and project team will be presenting the proposal for change to the Executive Leadership Team at the Friday planning day.

The purpose of the presentation will be for the ELT to discuss the proposal for change to ensure there is clear understanding of the purpose statement, identification of impacted areas of Unitec and how the proposal for change is phased.

At the conclusion of the presentation we are seeking the ELT to endorse the Blueprint Student Services proposal for change to proceed to the Unitec Council for approval at the 27 July 2015 meeting.