



# minutes

## Unitec Council

Monday 25 May 2015, 10.00am  
Mt Albert Campus, Building 48  
Executive Boardroom

### PRESENT

Dr Lee Mathias (Chair)  
Vaughn Davis  
Sarah Haydon  
Dianne Kidd

Martin Udale (*departed 2pm*)  
Aroha Hudson  
Anne Blackburn  
Alastair Carruthers

### IN ATTENDANCE

Dr Rick Ede  
*Chief Executive*  
Graeme Archer  
*Chief Financial Officer*  
Meredith Morgan  
*Executive Director, Organisational Development*  
Wendy Horne  
*Executive Dean*  
Darren Horsman  
*Governance & External Relations*

Hare Paniora  
*Pae Arahi*  
Dr Ray Meldrum  
*Executive Dean*  
Leon Fourie  
*Executive Dean*  
Matalena O'Mara  
*Student President*  
Elizabeth Stewart (*Scribe*)  
*Executive Assistant*

### Open Meeting

*Please record interests register as per Confidential meeting.*

1

### Council Business

1.1

Minutes of Council meeting held on 20 April 2015

Accepted as a true and accurate record of the previous meeting.

1.2

### Matters Arising

#### 1.2.1 Unitec Council Action List

Drug & Alcohol policy out for consultation in June 2015, then back to Council for comment. First draft document compares with other tertiary institutes in New Zealand; receiving formal advice on Drug & Alcohol policy. It was suggested this is split into two policies, one for staff and one for students. Proportionality around implementation important.

- 1.3            General Business  
Nil.
- 2                **Items for Decision**
- 2.1            International Fee 2015 – Study Abroad Certificate of Proficiency (SACP) 5  
Three students wish to complete this course, so fees need to be set.  
**RECOMMENDED AND RESOLVED**  
***That the International tuition fees for the Study Abroad Certificate of Proficiency 5 for 2015 be NZ\$8,400 for a 45 credit semester study period.***  
Moved            Dr Lee Mathias  
Seconded        Dianne Kidd
- 3                **Items for Information**
- 3.1            Research Paper  
Rick Ede would like the Research Office to annualise revenue reporting.  
Dianne Kidd would like some comparative summary data over the period of the year
- 3.2            Executive Summary Report  
Will Smith and Graeme Archer are in Wellington tomorrow, meeting Chris Bunny.  
**ACTION:** Memo of outcome of meeting for Council please.
- 3.3            Health and Safety Report  
Commentary about items that are not on track would be helpful. Serious harm to have a category of its own.  
Received.
- 3.4            Academic Board Report and Minutes  
Student disciplinary statute to come to Council after legal review.  
EER delayed until March 2016.
- 3.5            Runanga Minutes  
Dr Lee Mathias to attend first for Runanga meeting next year.  
Progress update from Runanga and Fono to be provided to Council quarterly.
- 3.6            Fono Faufautua Minutes  
Noted.

***Meeting closed 2:34 p.m.***

Chairperson: ..... *W. Lu Hahn* .....

Date: ..... *7.12.15* .....

7 **Items for Information**

7.1, 7.2 **Blueprint Student Services & Whetu Update**

These papers were introduced by Meredith Morgan. A high level process overview was given by Owen Werner and Nika Solomon for information.

The group discussed the project process for each thus far. It is anticipated proposals for change for each to come back to the Unitec Council in July 2015. It was noted that there was a need for a clear communication plan to come back to the Unitec Council for each for review.

Meeting 27 July 2015

6 **Items for Decision**

6.1 **Blueprint and Whetu Proposal for Change**

Meredith introduced the items. The group discussed top risks, controlled and uncontrolled and key mitigating controls.

Unitec's communications plan was discussed including the understanding being built with key stakeholders, students and staff.

**RESOLVED**

**Council approve the release of the proposal for change to staff for Student Services Blueprint – noting that consultation is for Phase One only at this time.**

Moved Martin Udale

Seconded Dianne Kidd

Motion carried



# memo

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To	Council	Date	20 July 2015
From	Meredith Morgan, Executive Director, Organisational Development		
Subject	<b>Sector Alignment and Student Services Blueprint Proposals for Change</b>		

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## Recommendations:

- 1. Council approve the release of the proposal for change to staff for Sector Alignment – noting that formal consultation is for Phase One only at this time.**
- 2. Council approve the release of the proposal for change to staff for Student Services Blueprint – noting that consultation is for Phase One only at this time.**

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## Introduction

Both the proposals for change received by Council are presented as advanced draft documents. The steering groups and change teams are currently working on an Executive Summary for each document, these will be included prior to their release to the organisation. The Executive Summaries will not include any new information, but extract and highlight information currently in the documents to make essential information easier to access.

Noting this, and the consultation process outlined below, Council are requested to view the proposals and accompanying financials and risks, to assess for any major obstructions to the proposals proceeding.

Pending Council approval of the release of the documents, both proposals for change will be shared with directly impacted staff in the first instance, followed by a communication to all staff and students on **Friday, 7 August**. This will be followed by a month's consultation period, **closing on Sunday, 6 September**. The feedback will then be analysed and a final document prepared for release on **Friday, 6 November** (subject to prior approval by Council). If the feedback results in substantial changes to a proposal, a further consultation period may be necessary, in which case we will return to Council for approval before releasing to staff. If, however, there are no substantial changes made to the proposal, final documents and Mini Business Cases will be presented to Council for approval at the 2 November meeting.

In parallel to this we will be proceeding with the proposed Concentrix contract development process and aligning it with dates for Council approval. We are planning to bring the proposed Heads of Agreement with Concentrix to the 28 September Council meeting, to allow timing headroom ahead of seeking any final approval for contract execution (subject to consultation outcomes).

## **Student Services Blueprint**

The Student Services Blueprint model and methodology used to develop the model, was presented to Council on 29 June where endorsement was received to proceed with a proposal for change based on the Student Services Blueprint operating model, with the proposed outsourcing of Customer Services to Concentrix.

The Student Services Blueprint 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 an increased effort by Unitec on removing barriers to student success.

To achieve this, the proposal includes three phases of consultation and implementation.

- Phase 1: Development of Customer Services (outsourcing to Concentrix). Implementation April 2016.
- Phase 2: Development of Student Life, Student Achievement, Benefits Realisation and Priority Groups Centre of Excellence. Implementation June 2016.
- Phase 3: Library and International convergence from Jan 2017.

This proposal will consult on Phase 1 and request feedback on the overall Blueprint model.

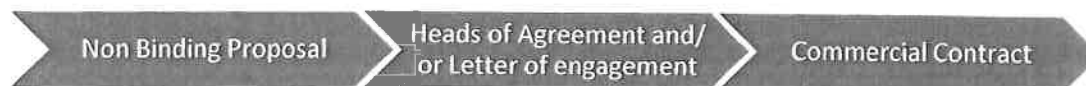
## **Financials**

The financial implication of the proposal for change (Phase 1) is the exposure to potential restructuring at a most likely cost of \$1.2m and a worst case cost of \$2.2m. Approval is not sought, at this stage, for the outsourcing proposal with Concentrix that is a potential consequence from this change proposal.

The financial parameters for the entire Student Services Blueprint are summarised in the table below:

Figures represented are in \$000's.

## Proposed Concentrix Contracting Process



1. Concentrix have provided a non-binding proposal for the delivery of the customer services as part of the Unitec Student Services Blueprint. This has been used to model and evaluate this option against other operating models.
2. We need to complete the consultation process. The first opportunity for documentation to be executed between Concentrix and Unitec is at the September Council meeting (28 September)
  - a. Concentrix preference would be for this to be a fully negotiated heads of agreement contract with an exit clause Unitec can utilise if the final decision regarding the proposal is not to proceed. This contract would include the option for Concentrix to be engaged earlier if requested.
  - b. To the extent that the consultation process is not complete, an alternative, that would enable certain critical aspects to proceed, would be to execute a letter of engagement. This would allow Concentrix to be engaged to start work on specific solutions within the scope of the contract e.g. commencement of the KMS solution. Concentrix would complete these at agreed rates / values with the amounts either being paid by Unitec if the contract is not executed or the activities be incorporated into the executed contract structure, if executed. Under this approach, the actual contract would be signed in early November if the decision was finally taken to proceed with the proposal.
3. During the proposal for change consultation period, detailed due diligence will be undertaken of the Unitec environment to provide final contract and financial documentation. This will be presented for consideration, as part of the final outcome document scheduled for the 2 November Council meeting.
4. While still subject to detailed due diligence we believe that the financial projections originally provided to Council (29 June 2015) are still valid.

## **Sector Alignment**

The proposal includes two phases of consultation and implementation.

- Phase 1: Reconfiguration of our current faculty and department structures and cluster disciplines into Networks and Pathways and Practice Groups which align with our major industry (employment) sectors to include:
  - a new collaborative networked leadership and management model (including new positions and roles);
  - a cross-organisational framework (and positions) to ensure the investment in resources benefits stakeholders and enables us to meet the targets and milestones of our transformation strategy;
  - an industry workforce development framework (and positions) to ensure we leverage strategic stakeholder engagement to sustain the viability of our academic portfolio;
  - integration of Language Studies and Foundation Education (Bridgepoint) into the clustered Network model;
  - Integration of the FSHS Centre for Interdisciplinary Scholarship and transdisciplinary programmes into the clustered Network model; and
  - Cluster and embed various components of academic support processes, including academic quality, research, and programme administration, and rationalisation and renewal of academic committees

Implementation 1 February 2016

- Phase 2: Redesign programme and academic quality administration, timetabling, technicians, and other faculty and department technical and administrative support, to align with the new Network model.

Implementation July, 2016.

The financial parameters for the Sector Alignment are summarised in the table below:

Figures represented are in \$000's.



**Project Risks (Both Proposals)**

Risk	Uncontrolled Risk	Controlled Risk	Mitigating Controls
<p>Damage to Unitec Brand and Reputation affecting student enrolment and staff recruitment</p>	<p>Extreme</p>	<p>Medium</p>	<p>Combine the Blueprint and Sector Alignment proposals to manage the risks of cascading negative news by keeping the story focussed on Transformation.</p> <ul style="list-style-type: none"> <li>• The communications stream has developed the transformation messaging and communication plan</li> <li>• Unitec ELT are all briefed and informed of key messages of the transformation story</li> <li>• Students and staff are all engaged and included in consultation process.</li> </ul>
<p>Inability to see totality (project inter-dependencies and transformation programme) of change &amp; provide meaningful feedback.</p>	<p>Medium</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Communication strategy including workshops and presentation being held by the Executive Deans with impacted staff leading up to the release of the proposal.</li> <li>• Recruitment of a Transformation Director to provide an oversight of all projects.</li> </ul>

Impact on Business as Usual activities, especially around critical dates and events.	High	Medium	<ul style="list-style-type: none"> <li>• Schedule critical business dates into project planning.</li> <li>• Develop an incentive plan to retain key staff during the consultation and notice periods.</li> <li>• Assemble a quick response team of specialists who can assist in operational areas during the critical periods.</li> </ul>
Insufficient resource and capability to deliver and assess the proposals for change	Extreme	High	<ul style="list-style-type: none"> <li>• Dedicate project resources.</li> <li>• Identification of required project implementation costs in proposal for change planning and executive commitments to critical project activities to meet timeframes.</li> </ul>
Ability for Unitec to cope with ongoing change	High	Medium	<ul style="list-style-type: none"> <li>• Initiatives are phased to focus on discrete organisational changes in shorter time frames rather than a large whole of institute change</li> </ul>
Ability to implement the changes required to meet the objectives.	High	Medium	<ul style="list-style-type: none"> <li>• Proposal for change will outline the implementation plan.</li> <li>• Key roles will be identified and recruited/retained for the duration of the change initiatives.</li> </ul>