



UCOL BOARD MEETING

THURSDAY, 28th APRIL 2022 AT 10.30AM

Meeting to be held on Whanganui Campus

Room E-2-15

Universal College of Learning (UCOL) Board Meeting

Date:	Thursday, 28 April 2022
Board Only Time:	9.30am
Commencement of Open Meeting:	10.30am
Lunch	12.00pm
Meeting Concludes	2.00pm
Venue:	UCOL, Whanganui Campus, E-2-15
Board Members:	Verne Atmore (Chair), Mark Cleaver, Steve Maharey, Linda Stewart, Katarina Hina, Lyal French-Wright, Barry Jordan, Lorraine Stephenson, Sam Huggard

Open Agenda

Item	Paper	Business	Presenter
1.		Karakia	All
2.		Welcome / Apologies	Chair
3.		Register of Interests / Conflicts	Chair
Items for Approval			
4.	16/22	Minutes from 24 February 2022 (Open Meeting)	Chair
Regular Reports and Noting Papers			
5.		Chair's Report (<i>Verbal</i>)	Chair
6.		Audit and Risk Chair's Report (<i>Verbal</i>)	Audit and Risk Chair
7.	17/22	Safety and Wellbeing Report	Health and Safety Manager
8.	18/22	Finance Report	Chief Financial Officer
9.	19/22	Strategic Business Plan – Quarterly Report	Executive Leadership Team
10.	20/22	International Recruitment and Conversion Strategy	Executive Director Business and Industry Partnership
11.		Resolution to Exclude Public in accordance with the Public Excluded agenda	Chair
12.		Close of Open Part of Meeting	Chair

Public Excluded Agenda

It will be moved by the Chair that the public be excluded from the remainder of the meeting under Section 48 (1) Local Government Official Information and Meetings Act 1987, and the Official Information Act 1982.

The general subject of each matter to be considered while the public is excluded, under section 48 (1) of the Local Government Official information and Meetings Act 1987 and the Official Information Act 1982, and the reasons for passing this resolution in relation to each matter are as follows:

Item	General subject of each matter to be Considered	Reason for passing this Resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this Resolution
13.	Confirmation of Minutes	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Board is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
14.	Matters Arising – Action Register		
15.	Chief Executive's Report		
16.	People and Capability Report		
17.	Property Report		
18.	Manawatū Block 12 Seismic Project Report		
19.	April 2022 Forecast		
20.	General Business		

The Chair will also move that certain employees from UCoL be permitted to remain at the meeting, after the public has been excluded, because of their specific knowledge in relation to the above items. This knowledge, which will be of assistance in relation to the matters above to be discussed, is relevant to those matters because they have assisted in the progression of such matters.

Karakia

Tūtawa mai i runga
Tūtawa mai i raro
Tūtawa mai i roto
Tūtawa mai i waho
Kia tau ai, te mauri tū
Te mauri ora, ki te katoa
Haumi ē, hui ē, tāiki ē

Translation

*I summon from above
...below
...within
and the surrounding environment
The universal vitality and energy to infuse
and enrich all present
Unified, connected and together*

Register of Interests

	Member	Chair / Deputy Chair / Member
1.	Verne Atmore	Chair
	<ul style="list-style-type: none"> • Director Equine Lifestyle Equipment Ltd • General Manager NZ Tru-Test Group • Partner DC & VH Atmore Partnership • Director Agrac Services Limited • Datamars SA (Commercial Director Smart Farming Australasia) • Director Performance Beef Breeders Board • Director Koru Diagnostics Ltd 	
2.	Mark Cleaver	Deputy Chair
	<ul style="list-style-type: none"> • Trustee Cleaver Family Trust • Trustee Zena Elsie Orr Memorial Trust • Director/Shareholder Zambezi Holdings Ltd • Director/Shareholder Rawhitiroa Forest Partnership • Shareholder Aero Sports Protection Ltd • Shareholder Cricket & Hockey Holdings Ltd • Nominee Shareholder BT Musings Ltd • Director CompressTech Ltd • Director Hyper-Analytics R&D • Director Hyperceptions Ltd • Director MVL Robotics Ltd • Director and Shareholder Malbec Consulting Limited • Director Kiwi Innovation Network Ltd • Director MVL Founders Nominees Ltd 	
3.	Steve Maharey	Member
	<ul style="list-style-type: none"> • Steve Maharey Ltd • Chair Pharmac • Chair Education New Zealand • Chair ACC Board • Director Wellington NZ • Board Member Finance, Procurement and Information Technology (FPIM), Ministry of Health • Member Atlantis Group of former Ministers of Education, Varkey Foundation • Te Aho Tamaka – Manawatū Leaders Group • Vaccine Governance Group (MoH) 	
4.	Lyal French-Wright	Member
	<ul style="list-style-type: none"> • Director NZIHT • Director WITT Ltd • President Taranaki Rugby Football Union • Trustee New Plymouth Boys' High School Centennial Trust • Executive New Plymouth Boys' High School Old Boys Association 	

	Member	Chair / Deputy Chair / Member
5.	Linda Stewart	Member
	<ul style="list-style-type: none"> • Director Regional Relationships at Waka Kotahi NZ Transport Agency • Director Economic Development New Zealand 	
6.	Katarina Hina	Member
	<ul style="list-style-type: none"> • Strategic Lead Te Runanga o Nga Wairiki Ngati Apa • Board Member Te Manu Atatu Maori Business Network • Co-Chair Manawatū - Whanganui Regional Skills Leadership Group • Strategic Lead Te Runanga o Nga Wairiki Ngati Apa - Group Operations Manager • Board Member Te Manu Atatu Maori Business Network • Co-Chair Manawatū - Whanganui Regional Skills Leadership Group • Hauora a Iwi – Iwi Maori Health Authority Whanganui Ruapehu Rangitikei • Board Member Te Oranganui Trust Health Services 	
7.	Lorraine Stephenson	Member
8.	Barry Jordan	Member
	<ul style="list-style-type: none"> • Shareholder and Director of Commercial Mediation Business Peachstone Limited • Director Southern Institute of Technology Limited • Director Southern Lakes English College Limited • Treasurer (pro-bono) Onslow College Hockey • Board Advisory (pro-bono) AMINZ • Treasurer (pro-bono) Wilton Bowling Club • Forensic and Insolvency Partner Deloitte • Establishment Board Chair NZIST • Treasurer Karori Junior Hockey Club • Advisory Board Member (pro-bono) Victoria University - Brian Picot Chair in Ethical Management 	
9.	Sam Huggard	Ex Officio Member
	<p>Trustee 350 Aotearoa Charitable Trust</p> <p>Advisory Board Member Centre for Labour, Employment and Work, School of Management, Victoria University of Wellington</p> <p>Director Tai Poutini Polytechnic Limited (TPP)</p> <p>Director Western Institute of Technology at Taranaki Limited (WITT)</p> <p>Employee – E tū Union</p> <p>Member Lottery Grants Board Community and Outdoor Safety Committees</p> <p>Member - Trade for All Ministerial Advisory Group</p> <p>Member - Attract and Develop a Skilled Workforce Working Group and Partnership Focus Group - Advanced Manufacturing Industry Transformation Plan</p> <p>Member – Te Pūkenga Council</p> <p>E tū Representative – Future of Work Tripartite Forum</p>	

Universal College of Learning (UCOL)

Board Meeting

MINUTES

24 February 2022, at 10.00am, Manawatū Campus – McElroy Room (8.0.01)

Present

Members: Verne Atmore (Chair), Mark Cleaver (Deputy Chair), Barry Jordan, Lorraine Stephenson, Linda Stewart, Lyal French-Wright, Steve Maharey, Katarina Hina, Sam Huggard

In Attendance: Linda Sissons - Chief Executive, Brian Trott - Chief Financial Officer, Dan Lester - Executive Director People and Capability (*Item 14 only*), Christine Beech - Executive Director Community Engagement (*Item 15 only*), Teina Mataira - Executive Director Te Mana Taura, Gianetta Lapsley - Executive Director Quality and Academic Assurance, Jasmine Groves - Executive Director Business and Industry Partnership, Penny O’Leary - Executive Dean Health, Social Services & Applied Sciences, Dean Rankin - Executive Dean Humanities and Business, Sylvie Hickton - Health and Safety Manager, Carol Christison - Company Secretary, Paula Birchall - Board Secretary.

Quorum

The Chair noted that a quorum of members was present at the meeting and declared the meeting open.

ITEM 1: Karakia

The meeting was opened with a karakia by all members.

ITEM 2: Welcome / Apologies

The Chair welcomed everyone to the meeting. There were no apologies received.

ITEM 3: Register of Interests / Conflicts

No conflicts with matters on the agenda were declared and the following updates were provided for the Register of Interests.

- Linda Stewart - Remove (Member) Manawatū-Whanganui Regional Skills Leadership Group.

- Katarina Hina - Add (Group Operations Manager) - Strategic Lead Te Runanga o Nga Wairiki Ngati Apa; (Board Member) - Te Manu Atatu Maori Business Network; (Co-Chair) - Manawatū - Whanganui Regional Skills Leadership Group; (Hauora a Iwi) - Iwi Maori Health Authority Whanganui Ruapehu Rangitikei; (Board Member) - Te Oranganui Trust Health Services.
Remove (Rangitikei District Representative) - Interim Regional Strategic Leadership Group.

ITEM 4: 01/22 - Minutes of the Open Meeting held 25 November 2021

Resolved

The Board approved the minutes of the UCOL Board open meeting held on 25 November 2021 as a true and accurate record.

Moved: Lyal French-Wright

Seconded: Barry Jordan

CARRIED

ITEM 5: Chair's Report (Verbal)

The Board received the Chair's verbal update, in particular:

- Noted the supplemental Letter of Expectations which has been received from Te Pūkenga – key points to note:
 - the formalisation of the 'enabling functions';
 - the requirement to run all contracts through Te Pūkenga that post-date 31 December 2022;
 - the updates to the Governance Framework.
- Attended the first meeting of the Chairs / Chief Executive for 2022. Meetings will take place monthly to ensure everyone is well-informed of the transition key deliverables. By necessity things will need to move at pace and the best laid plans around consultation and collaboration may be unintentionally compromised as a result. The Chair is hopeful that Te Pūkenga will set up a shared digital space to enable key network players access to real time visibility on programme plans and dates.
- Chair and Deputy Chair met with the Chief Executive late January and conveyed on behalf of the Board the desire to support the Chief Executive through the transition this year. As there will be many moving parts, constant recalibration will be required and the Board may need to assist the communications with key regional stakeholders, Iwi and ensuring appropriate feedback is filtering up to the Te Pūkenga Council.
- Chair was pleased to see prior to Christmas that Te Pūkenga signed off the strategic PSA House Project and also noted the signing of the Te Whakapiki Matauranga Accord with Whanganui Iwi. UCOL has a strong foundation to build from as the previous formal relationship with Whanganui Iwi was a genuine example of partnership and collaboration and delivered positive outcomes.

ITEM 6: 02/22 - Chief Executive's Report

The Chief Executive spoke to the report and the following was noted:

- Thanked all UCOL staff who are committed to keep the institute up and running with business as usual as best as they can due to the Omicron variant. Alternative working arrangements have been developed for staff who are unable or unwilling to be vaccinated. The Chief Executive advised that staff have moved to a 'Three Teams' approach, non-teaching staff will work on campus one week and one week from home, teaching staff will only be on campus to teach then work from home for the remainder of the time. This approach was developed to lessen the pressure of bodies on campus and in enclosed spaces.
- It was noted that UCOL's Targeted Evaluation that was scheduled for 7 March 2022 has been postponed due to Omicron, a new date is currently being negotiated.
- A workshop with Te Pūkenga and the Te Atakura Team was held with another workshop arranged in a couple of weeks' time.
- Chief Executive is pleased with how the Blended Delivery Project is tracking.
- An update was provided on the Early Childhood Education Project. The Chief Executive is confident in how the project is being led. Discussion took place regarding the contract with the Ministry of Education and funding for the project. Funding levels beyond 2022 are yet to be confirmed, a meeting with the Ministry of Education has been requested with the objective of securing funding at current levels for 2023 and 2024.
- Enrolments are 18% behind the same time last year which aligns with the national average, sector as a whole has taken a knock due to COVID. Our applications are higher than previous years, doing a great job attracting but there is a timing-related hesitancy to enrol due to COVID.
- Discussion took place regarding the viability of some programmes in 2022 – areas of concern are IT, business management and the creative arts.
- The Board noted UCOL's marketing strategy which has been deployed - it is active, brilliant and progressive. Congratulations was given to the Team.

Resolved

The Board noted and received the Chief Executive's report.

Moved: Linda Stewart

Seconded: Lyal French-Wright

CARRIED

ITEM 7: 03/22 - Safety and Wellbeing Report

The Health and Safety Manager took the report as read and the following was noted from discussion:

- Reporting on COVID will change from 'testing' to 'case status'. As at last week, the team were tracking and supporting 26 cases, most of them in the USkills area. It was noted that the Prime Minister will be making a statement at 11am today. It is expected we will be moving into Phase 3 tonight.

- The District Health Board and Ministry of Health are gearing up for the change - tracing requirements will change under Phase 3. It is understood the Prime Minister is due to start relaxing the mandated restrictions that are in place however, a firm date is yet to be set.
- It was noted that UCOL's Incident Management Team has been activated and are meeting daily. A Tracer Team has been put in place and is ready to go. Currently working with Te Pūkenga on purchasing rapid antigen tests.
- Owing to COVID, the Board suspended its programme of Health and Safety campus visits aligned with meetings. This decision will be reviewed in April.

Resolved

The Board received the Safety and Wellbeing report.

Moved: Steve Maharey

Seconded: Barry Jordan

CARRIED

ITEM 8: 04/22 - Leadership Team Report

The Executive Leadership Team spoke to the report and the following was noted from discussion.

- Campuses and teams are working at a fast pace - it is a pressured time of year and can be quite overwhelming at times.
- Work with the RSLG's is going well, the Chief Executive has another meeting with Richard Aspinall (Manawatū-Whanganui) next week and will discuss the possibilities of observer attendance and of more regular meetings. More thought is required as to how UCOL should interact with RSLGs, as the benefit of their work is still emerging. Management requested feedback. Lengthy discussion followed. It was noted that whatever the need and whatever the response of providers, the role of the funder (TEC) needs to be defined. UCOL is committed to the spirit of the RSLGs' mission to become reality and make it work however, there needs to be a structure in place/a facilitated local model. The Board wondered if there was any ability to formalise a reporting line to UCOL out of the RSLG. Katarina Hina the Co-Chair suggested maybe a UCOL staff member sit in on the meetings as an Observer noting it was not her or Oriana's call (this would be similar to what MoE, and MSD already do).
- The Board were pleased to see that Te Pūkenga are making connections with the WDC's.
- International Education – Board suggested UCOL make some calls now and build up our business plan for opening borders rather than waiting for Government decisions.
- Marketing for the Short Course Pilot will start next week with first delivery commencing in May.
- Board would like to see some critical objective data regarding Māori completion rates and employment figures. Executive Director Te Mana Taurira to provide this data for the April meeting.
- Bachelor of Teaching (Early Childhood Education) accreditation and approval visit - UCOL has submitted additional information and now have staff in place with the capability to deliver the Degree. Staff are currently working with stakeholders to finalise the placements. The Executive Dean Humanities and Business stated he was feeling confident about the outcome.

Resolved

The Board received the Leadership Team report.

Moved: Lyal French-Wright

Seconded: Barry Jordan

CARRIED

ITEM 9: 05/22 – Milestones – Strategic Transition Business Plan

The report was taken as read and the following was noted from discussion.

- Progress on KPIs and goals will be reported on a quarterly basis.
- Discussion took place on potential slippage of the plan and the contingency to catch up if required.
- Members commented it was an ambitious plan. Review sense of priority – required to be in the best possible position at the end of 2022 to hand over to Te Pūkenga and move into the new era.
- The Board is to provide direction to the Chief Executive as all of the goals are important. Board to review and advise key priorities. Canvass ideas prior so they can be discussed and the plan recalibrated at the 31 March Workshop.

Resolved

The Board:

- a. Approved the Milestones for the Strategic Transition Business Plan 2022; and
- b. Agreed to recalibrate at the Workshop to be held in March.

Moved: Katarina Hina

Seconded: Lorraine Stephenson

CARRIED

ITEM 10: Formal Resolution to Exclude the Public and Moving into Committee

Resolution

The Board resolved that the public be excluded from the remainder of the meeting under Section 48 (1) Local Government Official Information and Meetings Act 1987, and the particular interests protected by Section 9 of the Official Information Act 1982 which would be prejudiced by the holding of the relevant parts of the proceedings of the meeting in public.

The general subject of each matter to be considered while the public is excluded, under section 48 (1) of the Local Government Official information and Meetings Act 1987 and the Official Information Act 1982, and the reasons for passing this resolution in relation to each matter are as follows:

Item	General subject of each matter to be Considered	Reason for passing this Resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this Resolution
12.	Confirmation of Minutes		That the public conduct of

13.	Matters Arising – Action Register	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.	this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Board is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
14.	People and Capability Report		
15.	Brand Transition		
16.	Provisional 2021 Year-End Result and 2021 Annual Report		
17.	Finance Report		
18.	Property Report		

The Chair moved that UCOL employees, namely Linda Sissons, Brian Trott, Carol Christison and Paula Birchall be permitted to remain at the meeting after the public has been excluded, because of their specific knowledge in relation to the above items. This knowledge, which will be of assistance in relation to the matters above to be discussed, is relevant to those matters because they have assisted in the progression of such matters.

The Board also resolved that UCOL employee Dan Lester be permitted to join the meeting for Item 14 and Chris Beech for Item 15 during the public excluded session because of their specific knowledge in relation to these items.

Moved: Verne Atmore

Seconded: Barry Jordan

CARRIED

ITEM 11: Closure of Open Part of the Meeting

There being no further business the Chair closed the open part of the meeting at 11.54am.

Dated:

Signed as a correct record

Verne Atmore
Chair

UCOL Board Meeting

28 April 2022

Agenda Item Number:	7.
Paper Number:	17/22
Title:	Safety and Wellbeing Report
Owner:	Health and Safety Manager
Item for:	Noting

Recommendation

It is recommended that the Board:

- 1. Receives** the Safety and Wellbeing Report for February and March 2022.

Purpose

This report is provided to assist the Board in the discharge of their responsibilities enabling them to exercise their due diligence under the Health and Safety at Work Act 2015 and to ensure the Board are aware of all updates within the areas of Safety and Wellbeing at UCOL.

Risk Management

Please refer to the attached report which covers all reposted risk management areas.

Current Issues

External Audit - Engineering and Applied Technologies

Guarding and other parts have not been installed due to supply and availability demands due to COVID supply impacts. These were scheduled to arrive March 2022. The risk to staff and students is low and any machinery that was of a higher risk has been replaced.

Management of COVID across Campuses

This will be an ongoing process as we travel through the various Traffic Light levels and support staff and students who test positive or become a household contact.

SAFETY AND WELLBEING REPORT FOR FEBRUARY AND MARCH 2022

1.0 - Board Rolling Action List Update

1.0.1– Actions from Previous Board Meeting – There were no actions from the last Board meeting.

2.0 -Board and Senior Management Group - Due Diligence Visit Programme 2021

2.0.1. - Board Visits: Given the programme for this year it has been decided that site visits be put on hold.

3.0 –Bi-Monthly Overview

3.1 - Risk Management (includes Health & Safety Audit Results)

3.1.1 - Emergency Management Training – Lockdown simulation and training for the Manawatu Campus will now be rescheduled given the changes to the Traffic Light system and the ceasing of the Three Teams concept.

3.1.2 - Engineering & Applied Technology External Machine Guard Audit –The emergency stops have been installed only the machine guarding is outstanding and is due to arrive April 2022 due to shipping delays. The machines are considered low risk due to the procedures that have been put in place. Hazard registers for Electrical, Hair & Beauty, Hospitality, Plumbing, Infrastructure and Commercial Road Transport were outside this audit and will be completed by end April 2022.

3.2 - Notifiable Events

3.2.1 – Notifiable Events: There were not notifiable events over this period

3.3 – Policies and Procedures Introduced

3.3.1 –Policies and Procedures:

The COVID-19 Vaccination Policy and the COVID-19 Teams (Split Working) Policy have been closed and archived due to there no longer being a requirement to be vaccinated in our sector or show vaccinate passes. These changes were announced by the Government and came into effect on 5th April 2022.

3.4 - Acts and Regulation Changes.

3.4.1. There have been no changes to any Acts, Regulations or NZ Standards over this reporting period. However various Health orders and Government requirements did impact on UCOL due to the change in the Traffic Light System.

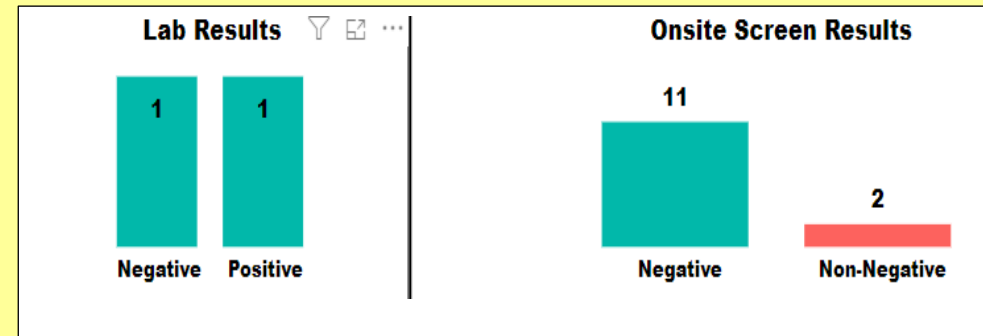
3.5 - Contractor Non Conformance

3.5.1 – There have been no contractor non-conformances on any of our campuses during this reporting period.

3.6 – Drug and Alcohol Testing

3.6.1 - Drug and Alcohol Testing:

There were eleven pre-employment and two student (reasonable cause) drug tests carried out over this reporting period. All pre-employment were negative but one student reasonable cause test, turned out positive with the second returning a negative lab test. The student with the positive test has admitted taking drugs and has asked for help. This has been up in place and being monitored by the Clinical Practitioner on campus and he is also receiving regular counselling. **Please note:** - industry terminology for a positive test is 'non-negative' which remains until a laboratory test has been completed to confirm a positive drug indication.



3.7 - Employee Engagement and Participation

3.7.1 –Health and Safety Representative Training:

The Health and Safety Representative training was temporarily cease due to organisations not having staff to deliver the sessions. It will now be rescheduled. First aid revalidation courses across all campus are still in catch up mode due to UCOL staff or training instructors not be available over this period.

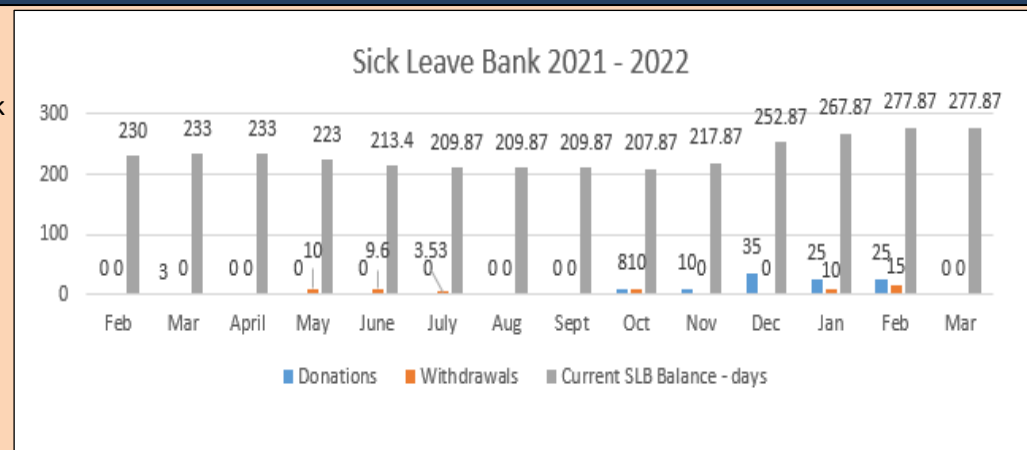
3.8 - Wellbeing Programmes - Update

3.8.1 – Sick Leave Bank

In February there was twenty five donations by staff to the Sick Leave Bank and fifteen withdrawal from the bank.

In March there were no donations or withdrawals but two applications were received at the end of the month and are currently being processed.

The current balance within the Sick Leave Bank is 277.87 days.



3.8 - Wellbeing Programmes – Update Continued

3.8.2 – Occupational Services

OK Health Services contract has expired and is currently being reviewed. A refocus of services in the welfare area is being assessed given we now have a Medical Practitioner on campus that could be utilised to deliver some of the staff health checks. Workplace assessment could be done locally within our campus areas and this would save costs on travel time which becomes a large component of month charges.

The full review will be completed by mid-May and presented to the Chief Executive for approval.

3.8.3 –Innocation Programme

The vaccination programme has commenced with the scheduling of Flu Vaccinations on all campuses early April with the intention of it being completed before Easter.

This year we are offering two vaccines to staff, the General Flu and Flud Quad for staff 65 years and above (on presentation of their Gold Card) or have a compromised immune system. They will be assessed by the nurse prior to receiving their vaccination.

During the remainder of the year we will arrange for staff and student to have the option of receiving the MMR and HPV as part of the Ministry of Health National programme deliveries. These will be done on campus and can include their wider family members.

3.8.4 – Employee Assistance Programme

All but one EAP bookings were self-referrals (16), the other being a Manager referral. Anxiety is still the main personal issue.

Female employees present the largest group. Most of the referrals were from the Palmerston North Campus.

New clients has increased to 15 over this reporting period who sought counselling.

Clients		Referral Method		Gender	
Number of New Clients	15	Self	16	Female	11
Number of Existing Clients	3	Manager Suggested	1	Male	5
				Unspecified	1
Occupational Grouping		Main Identified Personal Issues		Main Identified Work Issues	
Work Force	17	Anxiety	8	Conditions	3
		Grief	3	Career	2
		Health/Medical	3	Conflict with Colleague	2
		Relationships	3	Environment	2
		Trauma	2	Work Load	2
Clients per Group Division					
Palmerston North Campus	10				
Wairarapa Campus	4				
Whanganui Campus	4				

4.0 – February and March 2022 Report Statistics

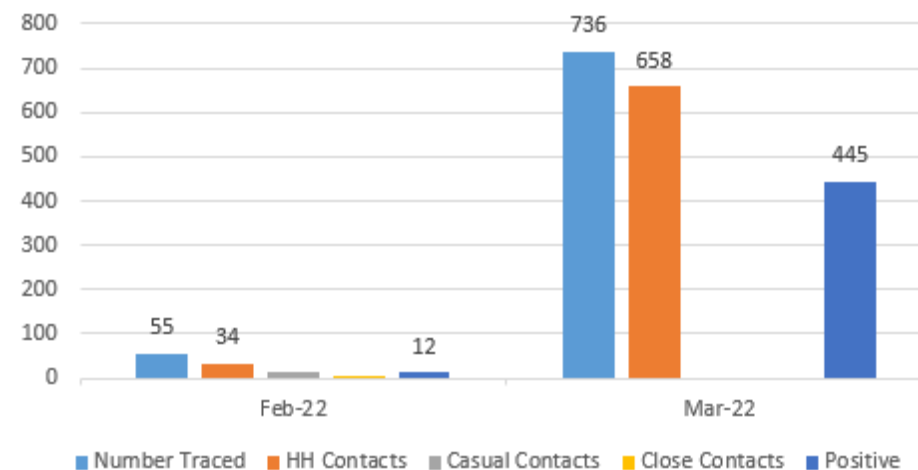
4.0.1 - COVID-19 Tracing

As per Government requirement a Tracer group was established to track and trace positive cases and house hold contacts. This was a huge task with many hours being committed by this team to support staff and students who found themselves in this situation.

Apart from the COVID requirements they also ensured that study, work or wellbeing requirements were reported back to various areas and addressed in a timely manner.

Total number traced over this period was 736 with 445 positive cases mainly students and 658 house hold contacts with the main infections coming from school children bring it into the home and people socialising outside of UCOL.

COVID Cases Traced Feb- Mar 2022

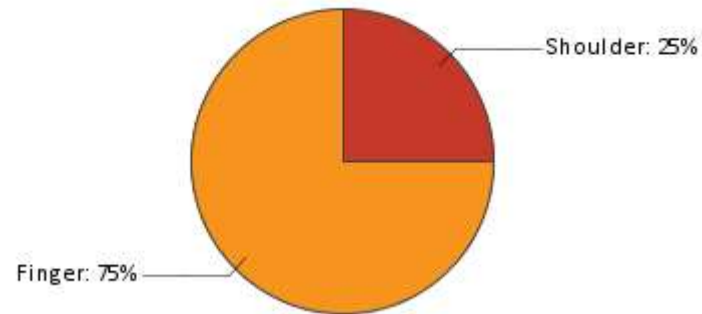


4.0.2 –Incident Management



This reflects a rolling 24 month comparison. February and March have only had five and four incidents respectively due to COVID impacts and staff and students having to isolation due to testing positive or part of a household contact. Three incidents are covered in body parts below the others relate to behaviour issues which have been dealt with by the various Faculties.

Body Part Injured - Last 60 days



Over this reporting period there were four incidents reported in the areas shown on the inserted graph. The shoulder injury was a staff member who lost their footing and slipped hurting their shoulder. This was checked by a medical practitioner and they returned to work the same day. .

The other relates to two finger cuts which were minor and received first aid on campus while the other one related to a finger burn in Trades. This student was taken to a medical centre for dressing of burns and returned to study the next day.

5.0 - New Initiatives 2022

New Initiatives 2022

5.0.1. – WorkSafe NZ Student Pilot Programme – Kia Oho Ake

The development of this pilot scheme has been delayed but is now back on track with a meeting with WorkSafe NZ and UCOL being organised.

This is a great opportunity for UCOL to lead the way in student health and safety preparing them for their future positions in the various industries.

UCOL Board Meeting

28 April 2022

Agenda Item Number:	8.
Paper Number:	18/22
Title:	Finance Report
Owner:	Chief Financial Officer
Item for:	Information

Recommendation

It is recommended that the Board:

- 1. Receives** the Finance Report for the year to date 31 March 2022.

Purpose

To present the Board with the results for the year to date 31 March 2022.

Background

The financial statements for year to date 31 March 2022 is as follows:

- Consolidated Statement of Financial Performance
- Summarised Statement of Financial Position
- Summarised Statement of Cash Flows
- Summarised Statement of Capital Expenditure

A summary of financial performance as at 31 March 2022, against budget, is highlighted in the following table.

Year to Date \$m				
	Actual	Budget	Variance	
Income	\$8.25	\$11.88	(\$3.63)	Worse
Expenses	\$13.28	\$14.02	\$0.74	Better
Surplus excl ECE In-work	(\$5.04)	(\$2.15)	(\$2.89)	Worse
ECE In-work	\$0.24	\$0.60	(\$0.36)	Worse
Surplus incl ECE In-work	(\$4.80)	(\$1.55)	(\$3.26)	Worse
EBAI				
Cash	\$11.82	\$9.07	\$2.74	Better

Financial Commentary

Year to Date Financial Performance

The Statement of Financial Performance for year to date 31 March 2022 is a Net Deficit of (\$4.800 million) and is less than budget by (\$3.253 million). This variance is due to revenue which is (\$3.63 million) less than budget, expenses which are \$0.74 million less than budget and, a negative contribution of (\$0.36 million) from ECE In-work delivery.

ECE In-work delivery is disclosed in the financial statements after the Operating Surplus and Separately Disclosed Items for clarification purposes and to highlight the impact on the Statement of Financial Performance. Please refer to ECE In-work below.

Year to Date EFTS Delivery

EFTS delivered¹ are (248 EFTS) less than year to date budget with the most significant variances in the Education programmes (79 EFTS), Sciences programmes (27 EFTS), Business programmes (18 EFTS) and Creative Media, Art & Design (23 EFTS).

	Year to Date			Last Year	
	Actual	Budget	Variance	Actual	Variance
TEC SAC L1 & 2	0	17	(17)	7	(7)
TEC SAC L3+	473	712	(239)	481	(8)
Adult & Community Education	6	9	(3)	7	(1)
Youth Guarantee	18	19	(2)	18	0
Trades Academy	41	40	1	38	2
International	18	12	6	28	(10)
Other	10	4	6	12	(2)
Total EFTS	565	813	(248)	590	(25)

The table below provides additional EFTS detail by Academic Portfolio Manager with a comparison to the previous year.

APM	Year to Date			Last Year			Variance		
	Enrolled	Enrolled passed withdrawal date	Delivered up to withdrawal date	Enrolled	Enrolled passed withdrawal date	Delivered up to withdrawal date	Enrolled	Enrolled passed withdrawal date	Delivered up to withdrawal date
Automotive & Mechanical	165	117	51	161	84	38	4	33	12
Construction	176	115	47	164	97	37	13	18	10
Electrical & Infrastructure	151	99	30	150	106	27	1	(6)	3
Hair & Beauty	140	85	25	148	73	22	(8)	12	2
Hospitality & Foundation	64	46	16	119	78	31	(55)	(32)	(15)
Primary Industries & Animal Care	111	60	20	133	75	27	(22)	(15)	(6)
Engineering & Technology	0	0	0				0	0	0
Faculty General (EAT)	0	0	0	87	79	17	(87)	(79)	(17)
Applied Science	139	75	28	159	98	27	(20)	(22)	1
Entry to Nursing	26	19	6	18	14	4	8	5	2
Nursing	368	222	90	438	360	119	(70)	(138)	(30)
Social Services	149	86	28	159	88	31	(10)	(2)	(3)
Faculty General (HSS)				32	32	7	(32)	(32)	(7)
Business & Innovation (WG)	22	12	5	28	16	5	(6)	(3)	(0)
Business (excl WG)	54	36	12	94	55	20	(40)	(19)	(8)
Creative Media, Art & Design	112	70	19	152	90	23	(41)	(20)	(4)
ECE Foundation & Language	69	64	20	107	100	31	(38)	(36)	(12)
ECE Teaching	148	93	61	59	41	12	89	52	48
ICT & Performance	132	82	26	143	87	28	(11)	(5)	(3)
Education & Foundation	0	0	0				0	0	0
Faculty General (HUB)	5	5	3	28	28	6	(24)	(24)	(3)
TANZ	103	46	33	98	38	28			
Business, Education & Technologies (WPA)	98	67	20	100	56	18			
Health & Science (WPA)	83	32	10	113	49	16	(30)	(17)	(6)
Primary, Conservation & Trades (WPA)	79	57	17	82	49	15	(2)	8	3
	2,394	1,487	565	2,772	1,791	590	(382)	(324)	(32)

¹ Revenue Recognition.

Te Pūkenga's accounting policy, directs that historical course withdrawals should be reflected and revenue be adjusted accordingly. Course withdrawals can be made up to 2 weeks from course start date. If a withdrawal occurs past this point UCOL is entitled to full TEC funding and student fees. This report reflects revenue where the course withdrawal date has passed.

When viewed year on year, total “Enrolled” and “Enrolled past withdrawal date” are less than 2021 levels by (382 EFTS) and (324 EFTS). “Delivered up until withdrawal date” is also less than 2021 by (32 EFTS).

There are several definitions of EFTS reported to Te Pūkenga and used for UCOL internal reporting purposes, please find below the definitions for the view of EFTS reported in the table below.

1. “Enrolled” are all 2022 enrolled EFTS as at the end of the reporting period.
This is used for internal reporting purposes.
2. “Enrolled (passed withdrawal date)” is a subset of “Enrolled” EFTS and are what we called “banked” as payment is due whether or not the student later withdraws.
This is reported in the monthly template to Te Pūkenga.
3. “Delivered (up to withdrawal date)” are the EFTS delivered up until 2 weeks before the end of the reporting period.
This is reported in the monthly template to Te Pūkenga and is the prescribed revenue recognition accounting policy.

Year to Date Revenue

Revenue is less than budget by (\$3.630 million). This variance is due to year to date “EFTS delivered up to withdrawal date” which are less than year to date Budget. Please refer to year to date EFTS delivery table above.

Revenue of \$0.209 million relating to 15 EFTS delivered after the withdrawal date² in March, will be reported in the April 2022 financial results.

Year to Date Expenses

Expenses have a positive variance to the budget of \$0.740 million.

Payroll is \$0.466 million less than budget due to new positions budgeted for the full year not being in place in March.

Occupancy costs are \$0.119 million less than budget mainly due to security guard costs being less than budget and timing of R&M expenditure.

Operating costs are \$0.253 million less than budget due to the timing of teaching supplies and catering and functions expenditure.

ECE In-work

A summary of year to date revenue and expenditure relating to ECE In-work delivery is provided below.

Year to date expenditure is covered by funding from the Ministry of Education³ and TEC. This has been disclosed in the financial statements after the Operating Surplus and Separately Disclosed Items for clarification purposes and to highlight the impact on the

² Please refer to Te Pūkenga revenue recognition accounting policy point 3. “Delivered (up to withdrawal date)” explanation above.

³ Note that UCOL was advised verbally the Ministry of Education contract covers both In-work and In-home delivery.

Statement of Financial Performance⁴. The Year to date deficit is worse than budget by (\$362,000) due to the EFTS delivery which is (52 EFTS) less than budget.

ECE In-work Delivery	Year to Date Actual	Year to Date Budget	Variance
Surplus (Deficit)	237,000	599,000	(362,000)
Revenue	741,000	1,638,000	(897,000)
Expenses	(504,000)	(1,038,000)	534,000

Taratahi

A summary of year to date revenue and expenditure relating to the MPI contract delivery is provided below. Year to date expenditure is ⁵covered by funding from MPI. The year to date surplus of (\$28,000) is better than budget by \$213,000 due to timing of MPI funding.

Taratahi	Year to Date Actual	Year to Date Budget	Variance
Surplus (Deficit)	28,000	(185,000)	213,000
Revenue	181,000	14,000	167,000
Expenses	(153,000)	(199,000)	46,000

Year-End Forecast

A revised March forecast is included as a separate paper at the April Board meeting.

Template submitted to Te Pūkenga

The template was submitted to Te Pūkenga on 18 March 2022. The Te Pūkenga reporting template is a monthly submission of financial and non-financial data (Ref: [Appendix I](#)).

Rolling cash flow forecast which is a monthly submission of a 12 monthly rolling Cash Flow forecast (Ref: [Appendix II](#)).

⁴ Please refer to Appendix I Statement of Financial Performance.

⁵ The 2022 MPI funding contract provides for full cost recovery up to \$400,000.

Statement of Financial Performance

31/03/21	Description	Current Month				Year to Date			
YTD \$000		Actual \$000	Budget \$000	Variance \$000	Variance %+ / (-)	Actual \$000	Budget \$000	Variance \$000	Variance %+ / (-)
	Revenue								
1,710	Student Fees Domestic Level 3 & above	1,462	1,574	(112)	(7%)	2,235	3,463	(1,228)	(35%)
507	Student Fees International	141	92	49	53%	308	194	114	59%
1	Interest Received	11	1	10	-	20	3	17	-
722	Other Revenue	245	326	(81)	(25%)	415	512	(97)	(19%)
68	TEC Funding Level 1 & 2	0	106	(106)	(100%)	0	189	(189)	(100%)
4,507	TEC Funding Level 3 & Above	2,494	2,830	(336)	(12%)	4,041	6,177	(2,136)	(35%)
280	Youth Guarantee	164	116	48	41%	252	272	(20)	(7%)
413	Trades Academy	389	352	37	11%	683	734	(51)	(7%)
436	TEC First Year Fees Free	0	0	0	-	0	0	0	-
0	TEC TTAF	0	0	0	-	0	0	0	-
210	TEC Funding Other	123	131	(8)	(6%)	292	335	(43)	(13%)
9,277	Total Income	5,029	5,528	(499)	(9%)	8,246	11,879	(3,633)	(31%)
	Expenditure								
6,884	Payroll	2,363	2,543	180	7%	7,105	7,572	467	6%
3,135	Operating	1,151	1,275	124	10%	3,487	3,740	253	7%
951	Depreciation	237	353	116	33%	939	1,055	116	11%
1,485	Occupancy	432	453	21	5%	1,538	1,657	119	7%
0	Interest	0	0	0	-	0	0	0	-
0	Interest Leases	0	0	0	-	0	0	0	-
0	Educational Development	10	0	(10)	-	33	0	(33)	-
12,455	Total Expenditure Before Other Items	4,193	4,624	431	9%	13,102	14,024	922	7%
(3,178)	Net Surplus/(Deficit) Excluding Other Items & ECE In-work	836	904	(68)	(8%)	(4,856)	(2,145)	(2,711)	(126%)
	Items Requiring Separate Disclosure								
46	Whanganui Properties	0	0	0	-	0	0	0	-
0	Te Pūkenga	15	0	(15)	-	50	0	(50)	-
7	Covid-19	59	0	(59)	-	65	0	(65)	-
3	Legislative Compliance	0	0	0	-	0	0	0	-
70	Change Management	0	0	0	-	67	0	(67)	-
126	Total Separate Disclosure Items	74	0	(74)	-	182	0	(182)	-
12,581	Total Expenditure	4,267	4,624	357	8%	13,284	14,024	740	5%
(3,304)	Net Surplus/(Deficit) Excluding ECE In-work	762	904	(142)	(16%)	(5,038)	(2,145)	(2,893)	-
0	ECE In-work	54	513	(459)	(89%)	237	599	(362)	(60%)
(3,304)	Net Surplus/(Deficit) Including ECE In-work	816	1,417	(601)	(42%)	(4,801)	(1,546)	(3,255)	-

Summarised Statement of Financial Position

Full Year 2021 \$000	Category	Actual Year To Date			
		This Mth \$000	Budget \$000	Variance \$000	Reason
15,672	Current Assets	10,639	15,405	(4,766)	Debtors
119,871	Non Current Assets	118,858	110,655	7,298	Reval L & B, PSA House Disposal
135,543	Total Assets	129,497	126,060	2,532	
19,427	Current Liabilities	18,181	23,268	5,087	Revenue in Advance
479	Non Current Liabilities	479	663	184	Capitalised finance leases
19,906	Total Liabilities	18,660	23,931	5,271	
115,637	Net Assets	110,837	102,129	8,708	
115,637	Equity	110,837	102,129	8,708	Reval L & B,(Retained Surplus Prior Year)
(3,755)	Working Capital	(7,542)	(7,863)	321	

Summarised Statement of Cash Flows

Full Year 2021 \$000	Category	Actual Year To Date			
		This Mth \$000	Budget \$000	Variance \$000	Reason
1,406	Operating Net Cashflows	4,252	4,560	(308)	Student Fees & Other Revenue
4,841	Investing Cash Inflows	2,176	0	2,176	PSA House Disposal
5,947	Investing Cash Outflows	1,448	2,713	1,265	Timing of Capex
0	Financing Inflows	-	-	-	On Budget
300	Net Cash Increase/(Decrease)	4,980	1,847	3,133	
6,837	Cash Balance	11,817	9,074	2,743	

Summarised Statement of Capital Expenditure

Full Year 2021 \$000	Category	Actual Year To Date			
		This Mth \$000	Budget \$000	Variance \$000	Reason
4,000	Asset Sales	2,174	0	2,174	Property Disposals
	Capital Expenditure				
0	Land	0	0	0	On Budget
3,763	Buildings/Capital Works	863	1,892	1,029	Timing of CAPEX
140	Information Technology	507	38	(469)	Timing of CAPEX
330	Software	222	991	769	Timing of CAPEX
977	Equipment	367	461	94	Timing of CAPEX
238	Motor Vehicles	2	0	(2)	Close to Budget
149	Library Books	80	49	(31)	Timing of CAPEX
0	Course Development	51	157	106	Timing of CAPEX
0	Opening Balance Sheet	0	1,300	1,300	Carry over CAPEX
5,597	Total Capital Expenditure	2,092	4,888	2,796	

Supporting Information

- Appendix I** - Te Pūkenga Monthly Reporting Template - 28 February 2022
- Appendix II** - 12 Month Rolling Cash Flow

1. FINANCIAL STATEMENTS

	Monthly results as of February 2022				Year-to-date results as of February 2022				Full Year 2022	
	Actual	Original Budget	Variance	Actual	Actual	Original Budget	Variance	Actual	Budget	(Re)forecast as of February
	2022	2022	2022	2021	2022	2022	2022	2021	2022	2022
(\$'000's)										
Revenues - educational and research activities	807	1,734	(927)	472	1,130	2,306	(1,176)	804	19,369	19,369
- of which revenues from the domestic students	684	1,660	(976)	363	963	2,204	(1,241)	603	18,444	18,444
- of which revenues from the international students	123	74	49	109	167	102	65	201	925	925
- of which research activities			-				-			
Revenues - other activities	1,850	3,590	(1,740)	1,463	2,511	4,747	(2,236)	2,022	42,530	42,530
Total revenues (+)	2,657	5,324	(2,667)	1,935	3,641	7,053	(3,412)	2,826	61,899	61,899
Expenses - personnel	(2,328)	(2,673)	345	(2,257)	(4,822)	(5,289)	467	(4,714)	(34,963)	(34,963)
Expenses - operating	(1,541)	(1,757)	216	(1,264)	(3,626)	(4,026)	400	(3,284)	(22,099)	(22,099)
Expenses - interest	-	-	-	-	-	-	-	-	(30)	(30)
Expenses - depreciation and amortisation	(337)	(337)	-	(344)	(702)	(702)	-	(631)	(4,642)	(4,642)
Expenses - abnormal (e. g. transformation costs)	(97)	-	(97)	(18)	(108)	-	(108)	(61)	-	-
Total expenses (-)	(4,303)	(4,767)	464	(3,883)	(9,258)	(10,017)	759	(8,690)	(61,734)	(61,734)
EBITDA	(1,212)	894	(2,106)	(1,586)	(4,807)	(2,262)	(2,545)	(5,172)	4,837	4,837
Net surplus	(1,646)	557	(2,203)	(1,948)	(5,617)	(2,964)	(2,653)	(5,864)	165	165
Cash and cash equivalents + Short term financial investments	Single month movements not required				12,536	6,919	5,617	10,267	4,539	5,540
- of which cash on hand					12,536	6,919	5,617	10,267	8,030	5,540
- of which term deposits							-	-		
- of which other Short term financial investments							-		(3,491)	-
Accounts receivable	Single month movements not required				(324)	9,063	(9,387)	1,678	11,865	11,865
Other current assets					6	-	6	740	7	6
Total current assets					12,218	15,982	(3,764)	12,685	16,411	17,411
Total non-current assets					118,332	109,201	9,131	109,732	113,832	124,698
Total assets					130,550	125,183	5,367	122,417	130,243	142,109
Current liabilities (w/o Revenues in advance)	Single month movements not required				7,822	6,741	(1,081)	7,495	8,850	9,002
Revenues in advance					8,172	12,959	4,787	10,741	9,966	9,954
ST loans and borrowings					4,057	4,108	51	4,070	3,810	3,759
Total current liabilities					20,051	23,808	3,757	22,306	22,626	22,715
LT loans and borrowings	Single month movements not required				479	663	184	873	3,776	3,592
Other long term liabilities							-			
Total non-current liabilities					479	663	184	873	3,776	3,592
Total liabilities					20,530	24,471	3,941	23,179	26,402	26,307
Equity (net assets)					110,020	100,712	9,308	99,238	103,841	115,802
Operating receipts (+)	5,581	7,563	(1,982)	5,651	13,740	12,869	871	13,798	61,908	61,592
Operating payments (-)	(3,428)	(4,942)	1,514	(3,315)	(9,266)	(11,195)	1,929	(8,932)	(57,062)	(56,748)
Operating cash flow	2,153	2,621	(468)	2,336	4,474	1,674	2,800	4,866	4,846	4,844
Financing receipts (+)	-	-	-	-	-	-	-	-	3,300	3,300
Financing payments (-)	-	-	-	-	-	-	-	-	(40)	(40)
Financing cash flow	-	-	-	-	-	-	-	-	3,260	3,260
CAPEX (-)	(405)	(1,051)	646	(712)	(951)	(1,982)	1,031	(1,136)	(10,794)	(11,577)
Asset sales (+)	2	-	2	-	2,176	-	2,176	-	-	2,176
Other effects (+/-)			-				-			
Investing cash flow	(403)	(1,051)	648	(712)	1,225	(1,982)	3,207	(1,136)	(10,794)	(9,401)
Total cash flow	1,750	1,570	180	1,624	5,699	(308)	6,007	3,730	(2,688)	(1,297)

Opening cash balance	10,786	5,349	5,437	8,643	6,837	7,227	(390)	6,537	7,227	6,837
Closing cash balance	12,536	6,919	5,617	10,267	12,536	6,919	5,617	10,267	4,539	5,540

2. EFTS AND APPLICATIONS

Total EFTS enrolled for year	Single month movements not required	2,332.0	-	-	2,332.0	2,752.0	3,929.0	3,929.0
- of which domestic		2,292.0			(2,292)	2,681.0	3,872.0	3,872.0
- of which international		40.0			(40)	71.0	57.0	57.0
YTD EFTS delivered		231.0	436.0		205.0	179.0	3,929.0	3,929.0
- of which domestic		221.0	429.0		208	169.0	3,872.0	3,872.0
- of which international		10.0	7.0		(3)	10.0	57.0	57.0
Total student applications		6,128.0			(6,128)	6,899.0		

3. RATIO ANALYSIS

Ratio	Year-to-date results as of February 2022				Full Year 2022	
	Actual	Original Budget	Forecast (if available)	Actual	Budget	(Re)forecast as of February
	2021	2021	2021	2020	2021	2021
EBITDA / Revenue	-132.0%	-32.1%	74.6%	-183.0%	7.8%	7.8%
Net Surplus / Revenue	-154.3%	-42.0%	77.8%	-207.5%	0.3%	0.3%
Personnel costs / Revenue	132.4%	75.0%	13.7%	166.8%	56.5%	56.5%
Revenue / EFTS	1,685.94	2,437.94	-923.93	1,725.91	18,679.43	18,679.43
Personnel costs / EFTS	20.87	12.13	-2.28	26.34	8.90	8.90
Operating Cash Flow Ratio (Op Cash Inflow / Op Cash Outflow)	1.48	1.15	-0.45	1.54	1.08	1.09
Quick Assets Ratio (Cash + Receivables / Liabilities + ST loans)	1.03	1.47	3.66	1.03	1.30	1.36
Current Ratio (Current Assets / Current Liabilities)	0.61	0.67	-1.00	0.57	0.73	0.77
Net Cash Position	8,000.00	2,148.00	5,382.00	5,324.00	-3,047.00	-1,811.00
Interest Cover Ratio (EBITDA / Interest Expense)	n.a.	n.a.	n.a.	n.a.	161.23	161.23
Debt-to-Equity Ratio (Total Liabilities / Equity)	0.19	0.24	0.42	0.23	0.25	0.23
Capex / Depreciation and Amortisation	1.35	2.82	n.a.	1.80	2.33	2.49

4. ITP COMMENTARY

Revenue

Revenue is less than budget . This variance is due to year to date “EFTS delivered up to withdrawal date” which are less than year to date Budget. Please refer to year to date EFTS delivery table above. Revenue of \$1.299 million relating to 94 EFTS delivered after the withdrawal date in February, will be reported in the March 2022 financial results.

Expenses

Expenses have a positive variance to the budget.

Payroll is less than budget due to new positions budgeted for the full year not being in place in February.

Occupancy costs are less than budget mainly due to the timing of security guard expenditure.

Operating costs are less than budget due to the timing of marketing expenditure and catering and functions expenditure.

Cash flow

Reforecast changes

	Feb-2022 Actual	Mar-2022 Forecast	Apr-2022 Forecast	May-2022 Forecast	Jun-2022 Forecast	Jul-2022 Forecast	Aug-2022 Forecast	Sep-2022 Forecast	Oct-2022 Forecast	Nov-2022 Forecast	Dec-2022 Forecast	Jan-2023 Forecast	Feb-2023 Forecast
Cashflows from Operating Activities													
<i>Cash will be provided from:</i>													
TEC Funding	2,083	3,189	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,772	2,083
Student Fees & Other Revenue	3,492	2,651	1,438	1,330	322	5,039	2,339	1,161	572	572	201	4,215	3,492
Interest Income	6	0	1	1	1	1	3	1	1	1	1	3	6
	5,581	5,840	4,627	4,519	3,511	8,228	5,530	4,350	3,761	3,761	3,390	7,990	5,581
<i>Cash will be applied to:</i>													
Payroll	2,325	2,735	2,743	2,731	4,102	2,771	2,765	2,765	2,753	4,532	3,011	2,457	2,325
Operating	1,064	1,759	2,019	1,852	2,119	1,981	1,921	1,881	1,889	1,440	(201)	2,641	1,064
Interest	0	0	0	0	0	0	4	4	4	4	4	4	4
GST	39	458	(127)	(78)	71	(206)	192	125	8	(44)	(840)	571	39
	3,428	4,952	4,635	4,505	6,292	4,546	4,882	4,775	4,654	5,932	1,974	5,673	3,432
Net Cash Used in Operating Activities	2,153	888	(8)	14	(2,781)	3,682	648	(425)	(893)	(2,171)	1,416	2,317	2,149
Cash Flows From Investing Activities													
<i>Cash will be provided from:</i>													
Property Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Other Assets	2	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	0	0	0	0
<i>Cash will be applied to:</i>													
Regular Capital Expenditure	405	849	1,915	1,470	1,308	1,363	619	601	524	842	1,135	546	405
	405	849	1,915	1,470	1,308	1,363	619	601	524	842	1,135	546	405
Net Cash Used in Investing Activities	(403)	(849)	(1,915)	(1,470)	(1,308)	(1,363)	(619)	(601)	(524)	(842)	(1,135)	(546)	(405)
Cash Flows From Financing Activities													
<i>Cash will be provided from:</i>													
Dividends Received	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Drawdown	0	0	0	0	0	0	0	0	3,300	0	0	0	0
	0	0	0	0	0	0	0	0	3,300	0	0	0	0
<i>Cash will be applied to:</i>													
Loan Repayment	0	0	0	0	0	0	0	0	0	20	20	20	20
Crown Loan/Equity Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	20	20	20	20
Net Cash Used in Financing Activities	0	0	0	0	0	0	0	0	3,300	(20)	(20)	(20)	(20)
Net Increase/(Decrease) in Cash Held	1,750	39	(1,923)	(1,456)	(4,089)	2,319	29	(1,026)	1,883	(3,033)	261	1,751	1,724
Add Opening Cash Brought Forward	10,786	12,536	12,575	10,652	9,196	5,107	7,426	7,455	6,429	8,312	5,279	5,540	7,291
Total Ending Cash Carried Forward	12,536	12,575	10,652	9,196	5,107	7,426	7,455	6,429	8,312	5,279	5,540	7,291	9,015

UCOL Board Meeting

28 April 2022

Agenda Item Number: Paper Number:	9. 19/22
Title:	2022 Strategic Transition Business Plan - Quartely Report
Owner:	Executive Leadership Team
Item for:	Information

Recommendation

It is recommended that the Board:

- 1. Receives** the 2022 Strategic Transition Business Plan, Quartely Report












Background







The Board agreed to a small set of slimmed down priorities for the organization on 31 March 2022. These now form the four headings for the plan.

Progress

Of the 7 amber traffic light goals, 3 are dependent on Te Pūkenga decisions; 2 are being reviewed on account of our financial situation, and 2 have been delayed by the COVID/Omicron measures.

The red light KPI is mainly due to the Te Pūkenga freeze in new hires.



UCOL's Strategic Priorities - 2022										
Strategic Goal : Supporting, cementing and growing our enduring delivery partnerships with industry, iwi, and communities.										
KPI	Measures/Tactics	Lead	Quarter 1 Target / Milestone	Quarter 2 Target / Milestone	Quarter 3 Target / Milestone	Quarter 4 Target / Milestone	Phase	Status	Progress Against Quarter 1 Target	Comments
KPI 1 To increase our Iwi Māori engagement.	We will replicate the 2021 Iwi Māori Engagement Strategy using the recently developed Power BI data analysis tool to measure value to Iwi based on their determination of key indicators.	Teina	The Te Puna Accord was updated and resigned late 2021. Annual data reports have commenced with Iwi around enrolments, program of study and student outcomes for each Iwi	PowerBI data reports to be completed for other Tier 1 Iwi: Rangitane(3); Ngati Kahungunu(3), Muaūpoko and discussed with each Iwi rūnanga	Continuation of Q2 target into Q3. Produce PowerBI data reports for Tier 2 Iwi: Ngāti Raukawa; Ngati Tuwharetoa; Ngāti Rangi (Taumarunui), and discuss with Iwi	PowerBI reports for other major Iwi-(non-manawhūa) enrolled at UCOL eg Ngāti Porou; Tainui	Implementation		↑	PowerBI data report for the three Whanganui Iwi are completed and discussed with Iwi rūnanga. Reports have commenced for other Tier 1 Iwi
KPI 2 To work with industry on shared intelligence, decision making and delivery.	We will continue to establish and sign MOUs with key industry players in the following sectors to enhance the skills of their workforces, iwi, economic development, manufacturing and technology, primary industries – food innovation, construction and infrastructure, social and community services, logistics and distribution. Within each MOU we will meet the agreed outcomes as set out in delivery schedule which will enhance their skills and productivity.	Jazz	Partnerships that are already formally in place are being actively managed to ensure schedules are delivered. A number of conversations are underway as is profiling of prospects	New partnerships are sourced and current ones are maintained	Continue to move partnerships through the lifecycle from prospect to active partnership	Strong partnerships secured, scheduled deliverables achieved and annual review complete	Implementation		↑	Multiple partnership conversations are underway, with the Horowhenua Company about to be the most recent to sign a formal agreement. Business in both Wairarapa and Whanganui have already reached out for co-constructed short courses. Campus being the home of industry continues to increase, with Backhouse now sitting with the trust, the new workhub premise soon to open and industry on campus like the Maycroft student even taking place early April.
KPI 3 All UCOL campuses are responsive to the distinctive needs of their communities, and are an integral partner and participant in delivering and supporting the skills based training needs identified in the Workforce Development Plan of that Region	UCOL campuses are responsive to regional initiatives arising from interactions with RSLGs and WDCs.	Linda, Chris	Follow up conversations with both RSLG's to build on 2021 understandings. Quarter update to be provided.	Deliver action proposals to both RSLG's. Quarter update to be provided.	Quarter update to be provided.	Review the WDPs of both RSLG's and deliver a plan of how UCOL can assist. Quarter update to be provided.	Implementation		↑	Manawātū-Whanganui RSLG will incorporate UCOL input to the Draft Plan. UCOL will provide feedback to the draft Wellington Regional Workforce Plan. The Wairarapa Workforce Plan proposes an actual and virtual cooperative hub 'The Lighthouse' based at UCOL were businesses, schools, education and schools connect. UCOL has been invited to be part of a joint working group to develop a Wairarapa regional proposal to Te Pūkenga around unified funding. UCOL was on the selection panel for the Kapiti Coast Education Hub feasibility study.
Strategic Goal : Continuing to enrol and service a viable number of akonga on campus, at work, and online, maintaining a viable organisation.										
KPI	Measures/Tactics	Lead	Quarter 1 Target / Milestone	Quarter 2 Target / Milestone	Quarter 3 Target / Milestone	Quarter 4 Target / Milestone	Phase	Status	Progress Against Quarter 1 Target	Comments
KPI 1 Increase Māori staff numbers, in particular the areas of teaching and management roles.	We will recruit a Senior Māori Academic to run a pilot to embed Mātauranga Māori in relevant targeted programmes.	Executive Deans	Completion of Job Description and Recruitment underway.	Recruitment completed, target programmes identified to pilot Semester 2, and alignment with Te Pūkenga's unified programme process where possible.	Pilot implement Mātauranga Maori strategies into teaching practice, and curriculum implications.	Evaluation of effectiveness of teaching practice strategies.	Implementation		No Change	Currently exploring collaboration opportunities with Te Pukenga. Executive Director - Te Mana Tauira is engaging with Te Pukenga who have established their Mātauranga Māori team.
KPI 2 Increase Māori staff numbers, in particular the areas of teaching and management roles.	We will have a 5% annual increase in Māori staff numbers continuing in to 2022.	Dan, Teina	2% increase in Maori staff due to new starters (currently 16%, move to 18%)		1% increase in staff due to new staff for SM2 (19%)		Implementation		No Change	Ethnicity survey was run within UCOL to confirm our benchmark position as data was out of date. Still in progress
KPI 3 Our development is future focussed, right sized, financially and environmentally sustainable.	In the Tribal Benchmark Report achieve a higher than average score of 13 of the 16 KPI areas, for both network and regional comparisons.	Brian	Collect and submit 2021 Tribal data	Consider draft 2021 Tribal Report	Assess achievement of 2021 KPI's at both a network and regional levels	N/A	Implementation		↑	Data has been submitted and is now undergoing its data quality check by Tribal.
KPI 4 Our development is future focussed, right sized, financially and environmentally sustainable.	3% efficiency gains through a continuous improvement approach across all business areas.	Brian	Check progress against efficiency target in monthly financial results and forecast updates	Check progress against efficiency target in monthly financial results and forecast updates	Check progress against efficiency target in monthly financial results and forecast updates	Check progress against efficiency target in monthly financial results and forecast updates	Implementation		↓	YTD savings have been achieved, however with the reduction in ETFs for 2022 an increased focus will be required here along with additional costs savings.
KPI 5 To be recognised as an active and influential partner with Te Pūkenga and have our staff ready for a transition to Te Pūkenga in 2023.	We will support and contribute to an uplift in international EFTS by implementing a 2022/2023 strategy that works to lift the predicted international students in our regions now that certainty around borders.	Jazz	International EFTs are at 61% of budget. The first CAP intake for the year secured 18 students, the next three are hoped to have a similar result. The recent border announcements have increased enquiries. The TP international strategy goes to council in March	Process nominations for Cohort 4, and work with agents/students to get them here for Semester 2 start	Ramp up marketing activity for 2023, the borders reopen to the world in October so the market will more willing to consider the options in New Zealand	Regular promotion to agents/student to prompt Semester One 2023 start. Attendance at virtual activities, events and webinars.	Implementation		↑	2022-2023 International Strategy is drafted and ready for tabling to board. Cohort 4 release may see an additional \$171k of revenue and 10 EFTS in 2022.
Strategic Goal : Sustaining our kaimahi and successfully delivering the workforce into Te Pūkenga.										
KPI	Measures/Tactics	Lead	Quarter 1 Target / Milestone	Quarter 2 Target / Milestone	Quarter 3 Target / Milestone	Quarter 4 Target / Milestone	Phase	Status	Progress Against Quarter 1 Target	Comments
KPI 1 To measurably commit to Te Tiriti o Waitangi being embedded in our organisational policy and practices.	We will launch phase 2 approach on our Te Tiriti journey which will involve greater active participation of more UCOL staff across all campuses. Goal is all staff engaged in the He Kākano Rua. Each campus to build its own plan with Mana whenua.	ELT	Focus groups held to gauge readiness of staff.	Focus groups to be held in Q2 to gauge readiness of staff.	Campus plans drafted.	Focus group follow up. He Kākano Rua census carried out.	Implementation		↓	He Waka eke Noa project, Tiriti is embedded throughout. Focus groups still to be held, will now take place in Q2.
KPI 2 The UCOL Capabilities Framework is in place and engages staff in all roles.	We will implement and measure the success of our leadership program and complete a UCOL succession plan by 31 December 2022.	Dan	Hui 2 - LDP Start ASM/SASM/PASM working group	Hui 3 & 4 - LDP Deliver draft ASM/PASM/SASM framework to ELT	Project Delivery - LDP Implement ASM/PASM/SASM framework	Deliver UCOL Succession Plan	Implementation		↓	Hui 2 LDP delayed until the 28/29 April due to Covid restriction. ASM/PASM/SASM working group is yet to meet due to the TEU organiser not being available. TEU are to submit union members who will form part of the working group.
KPI 3 The UCOL Capabilities Framework is in place and engages staff in all roles.	Maintain turnover rates to less than 16% in the current environment by using initiatives to retain staff.	Dan	Identify and recommend initiatives to aid in retention	Implement retention initiatives	Review against target	Review against target	Implementation		No Change	Engagement Activities will start on each of the campuses from April 2022. Turnover is currently 4.8% for the first quarter, up 0.6% from the same time last year.

KPI 4 The UCOL Capabilities Framework is in place and engages staff in all roles.	We will invest the equivalent of 2% of the 2022 payroll budget on staff capability and development each year.	Dan	Annual PD Calendar developed and communicated	Identify and select participants for LDP Cohort 2	LDP - Cohort 2 start	PD Review for 2022	Implementation		↓	Current budget was reduced to 1.5% (\$500K) and a further reduction maybe tabled if UCOL's financial position does not improve. This would be a revised PD budget of 1% (\$330K)
KPI 5 To be recognised as an active and influential partner with Te Pūkenga and have our staff ready for a transition to Te Pūkenga in 2023.	Develop a UCOL change plan as part of the Te Pūkenga change plan.	Dan	Develop UCOL Change plan aligned to the Te Pūkenga transition change plan	Review actions against plan	Review actions against plan	Review actions against plan	Implementation		No change	Transition Plan for TP and org design activities are currently underway across the network.
Strategic Goal : Investing in our areas of strength and innovation.										
KPI	Measures/Tactics	Lead	Quarter 1 Target / Milestone	Quarter 2 Target / Milestone	Quarter 3 Target / Milestone	Quarter 4 Target / Milestone	Phase	Status	Progress Against Quarter 1 Target	Comments
KPI 1 To progress blended learning design transformation enabling workplace-based, online and on-campus- learning for greater access and more vocationally based learning contexts.	We will progress blended learning design transformation for four programmes by July 2022.	Blended Delivery Lead	Commence pilot designs.	Pilot program design complete.	Pilot programs in delivery.	Report to Te Pūkenga.	Implementation		↑	All four programmes are in active development.
KPI 2 To progress blended learning design transformation enabling workplace-based, online and on-campus- learning for greater access and more vocationally based learning contexts.	We will establish a 17:1 EFTS : FTE ratio in transformed programmes delivered in a blended way by 31st August 2022.	Blended Delivery Lead	Recruitment and promotion of enrolment plan for the 4 pilot programmes drafted by beg Q2.	Recruitment programme underway promoting point of difference and what is special. (Note: is a mid-year intake a traditionally challenging recruitment time).		Progress report on EFTS:FTE ratio actually achieved.	Implementation		↓	A student recruitment plan has not yet been able to be drafted, but it is hoped this can be achieved by end of Q2.
KPI 3 To be recognised as an active and influential partner with Te Pūkenga and have our staff ready for a transition to Te Pūkenga in 2023.	Te Atakura initiatives become embedded in two subsidiaries in 2022.	Erin	Te Pūkenga have requested a definitive proposal.				Pending		No Change	Te Atakura team have had several exploratory hui with Wintec and with EIT. Four hui have been carried out with Te Pūkenga HO personnel who have now outlined a definitive proposal due at the end of April. Work on this is underway.
KPI 4 To be recognised as an active and influential partner with Te Pūkenga and have our staff ready for a transition to Te Pūkenga in 2023.	We will have worked with Te Pūkenga on building joint partnerships, including Te Tiriti Future lead partnerships – Ngā Rauru project is endorsed and supported by Te Pūkenga, Pūhoro.	Teina	The Pūhoro STEM initiative starts February on UCOL PN campus. Te Atakura gave a presentation to the heads of Te Pūkenga this as per the goal of taking Te Atakura wider nationally	Assist planning to host first Pūhoro event on campus 19 Feb. Complete 2022 Project Plan with Pūhoro and Implement	Continued implementation of Pūhoro project plan	Review 2022 with Pūhoro. Planning for 2023	Implementation		↑	Q1 and Q2 targets completed. The first Puhoro event on campus has taken place

Phase:
Pending
Initiation
Implementation
Complete

Not yet started
KPI has started
KPI is in progress
KPI fully complete

Status:

 No barriers to completion, KPI is on time/completed
 Some barriers identified, that is i.e. time delay, data delay
 Significant barrier to KPI identified, cannot complete KPI
Nil
KPI in pending phase

Progress:

↑
↓
No Change
Complete

UCOL Board Meeting

29 April 2022

Agenda Item Number:	10.
Paper Number:	20/22
Title:	International Recruitment and Conversion Strategy 2022/2023
Owner:	Executive Director Business and Industry Partnerships
Item for:	Information

Recommendation

It is recommended that the Board:

- 1. Receives** the International Recruitment and Conversion Strategy 2022/2023.

Background

To provide and update on International Recruitment and Conversion.

Summary

The target for 2022 looks like it will be achieved, by a mix on strong enrolments into Certificate Assessment for Registered Nurses (CAP), and at the request of the Nursing Council asking UCOL to have an additional intake.

Additional places were also secured under cohort 3 and we are expecting to secure more from cohort 4 which will add to the Semester Two EFTS.

With the borders reopening fully in October 2022 now is the time to ramp up recruitment in the international student space to lead into Semester One 2023.

For the Board's information Te Pūkenga's International Education Strategy 2022/2023 can be found here - <https://xn--tepkenga-szb.ac.nz/assets/Publications/Te-Pukenga-International-Education-Strategy-2022-2033.pdf>

International Recruitment and Conversion 2022/2023

Prepared by Jasmine Groves
Executive Director Business and Industry Partnerships
April 2022

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3. Support and contribute to an increase in international EFTS across Te Pūkenga by implementing a regional 2022/2023 strategy	4
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Executive Summary

Recruiting students internationally adds value in a number of ways. As well as a stream of revenue, it also brings a dynamic of globalisation to campus and facilitates the interaction between domestic students and those from diverse backgrounds.

UCOL's international recruitment and conversion strategy and marketing plan provides insight and analysis of the current international student recruitment environment in which we are operating. The proposed strategy to promote rebound and growth is designed to highlight UCOL's strengths and the potential opportunities present in specific markets around certain qualifications.

In the new strategy, there will be an increased focus on collaborative partnerships with agents, leaning heavily towards markets where we have met success in the past. The strategy will also allow for historic partnerships to be reinvigorated now that the New Zealand border settings are clearer.

This strategy also takes into account the overall environment of international recruitment across the sector. It considers external factors, including the Minister's *Draft policy statement: High Value for International Education* and *Te Pūkenga 2022 -2032 International Education Strategy*, as well as changes to in-study and post-study work rights, cohort exemptions and border settings.

Strategy Principles

The principles of the strategy will be driven by:

- Recruitment focused on a strategic range of countries where success has been met with in the past;
- Effective promotion and activities focusing on key countries that can be developed with the benefit of existing knowledge and relationships in a given market;
- Activities and promotion tailored to each market.

Strategic Objectives

1. **Deliver on a high value education proposition, whereby students come to UCOL as an institute of choice**
 - Analysis to ensure we are targeting the right overseas countries and markets, based on historic trends as well as emerging opportunities;
 - Work on investigating and building momentum in new markets, or old markets that have dropped off;
 - Evaluate current agents. Those that have not provided a student in the previous two years should be considered lapsed and taken out of the system, which will alleviate the requirement under the Code to review them;
 - Stay on top of information and announcements in relation to borders and student recruitment so we can be prepared to mobilise additional marketing and recruitment when it becomes timely.

Measure of success:

- Focus on two strategic countries: India and China;

- Develop partnerships and agent agreements in emerging markets: South Korea, Philippines and Vietnam;
- Certificate in Competency Assessment for Registered Nurses, Level 7 (CAP): four intakes a year delivered with increasing numbers.

2. Increase the number of international students enrolled at UCOL and revenue achieved

- Undertake effective promotional opportunities for the purpose of recruiting intentional students to UCOL;
- Collaboration with agents and organisations in relation to successful recruitment of students;
- Deliver on a high value education proposition, whereby students come to UCOL and academically thrive;
- Position UCOL as an institute of choice, by positioning and partnering ourselves with agents and organisations of merit.

Measure of success:

- 57.13 EFTS achieved during 2022;
- \$925,289 in student fee revenue in 2022;
- 78.20 – 97.58 EFTS achieved during 2023;
- \$1,857,406 - \$1,899,101 in student fee revenue in 2023.

3. Support and contribute to an increase in international EFTS across Te Pūkenga by implementing a regional 2022/2023 strategy

- Actively add value and voice in Te Pūkenga, including active membership of the get ready streams.

Measure of success:

- UCOL sits on and participates in all ITP Te Pūkenga implementation working groups:
 - Agent Network and Agreements; Institutional Partnership Agreements; Pricing & Scholarships; Events, Branding & Collateral; Research.

4. Ensure students have an exemplary time at UCOL

- Effective relationships with Student Success to provide excellent support of international students, from arrival through to graduation.

Measure of success:

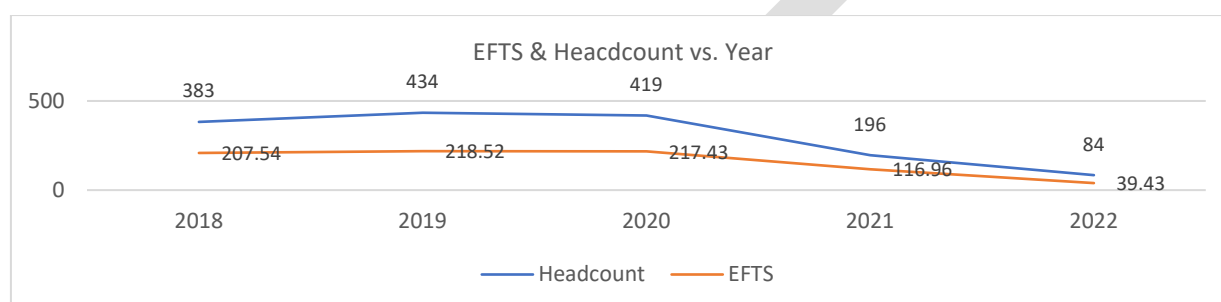
- Meet our responsibilities of *The Education (Pastoral Care of Tertiary and International learners) Code of Practice 2021*;
- All international students are welcomed and supported.

Appendix One: Current Climate

Since the advent of COVID-19, international student numbers and revenue have been heavily impacted and volatile as extensions to border closures around the world continued. In 2018/2019, international students EFTS accounted for an average of 14% of all EFTS. The years since have seen a significant drop.

Four main factors meant that UCOL still has international students despite border closures and COVID-19: rollovers from students already enrolled; students who were already in the country and who have pathwayed to us from somewhere else; visa release cohorts and CAP students entering on critical shortage visas.

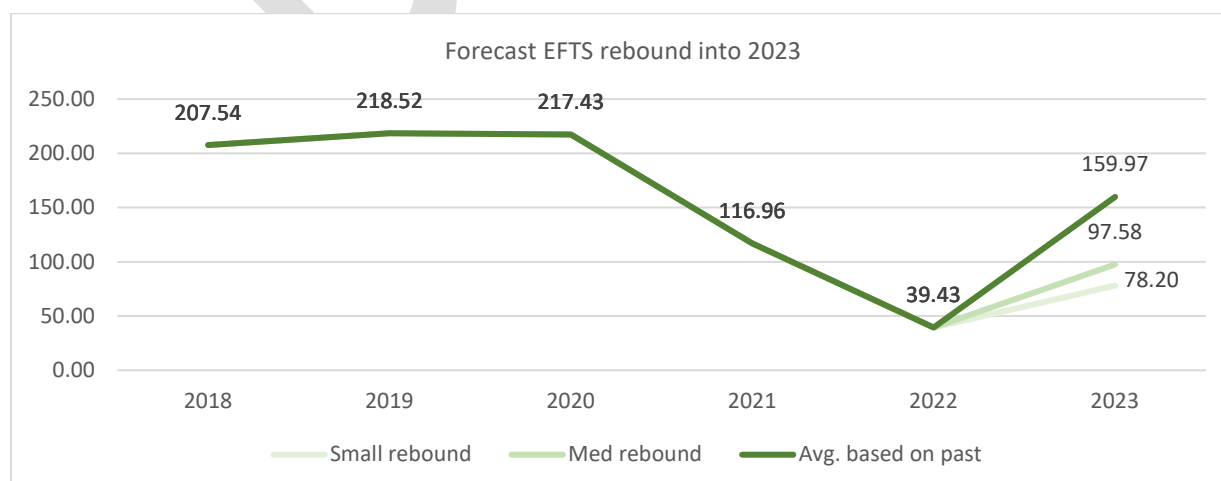
International Student EFTS and Headcount



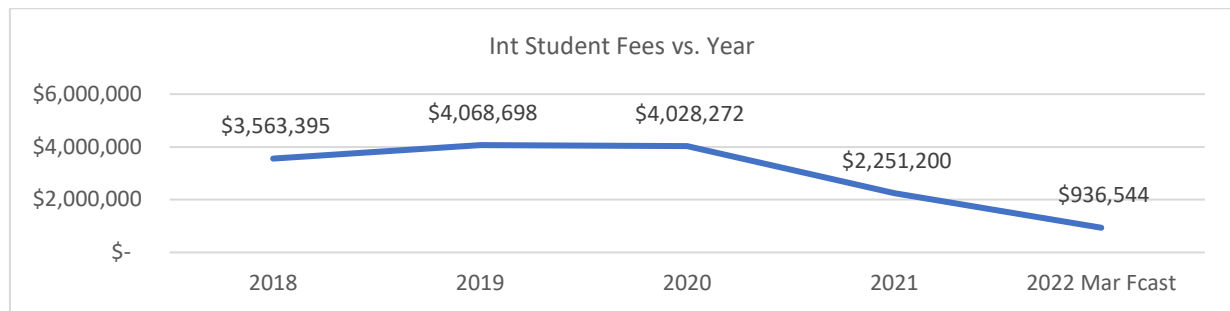
While the borders have been shut, the Government has announced a series of international student visa cohorts to bolster international education. Recently, the government announced Cohort 4 (5,000 Visas), of which Te Pūkenga is allocated 700. Of these 700, UCOL has 20 nominations to be tabled. During Cohort 3, the inability of other organisations to convert their allocations to enrolments allowed UCOL to pick up additional allocations, four of whom are seeking visas to join in Semester 2. In total, UCOL hopes to benefit from around 26 allocations across all 4 cohorts.

The pipeline for CAP is still strong and we have welcomed two cohorts already in 2022. Moreover, at the request of the Nursing Council, UCOL has also added a further cohort in May, taking us to five intakes that we are confident will go ahead.

Although the 2022 forecast was built when there was still some uncertainty around the borders re-opening, many positive signs of international students returning to New Zealand are now in place, with enrolments expected as early as Semester 2, 2022.



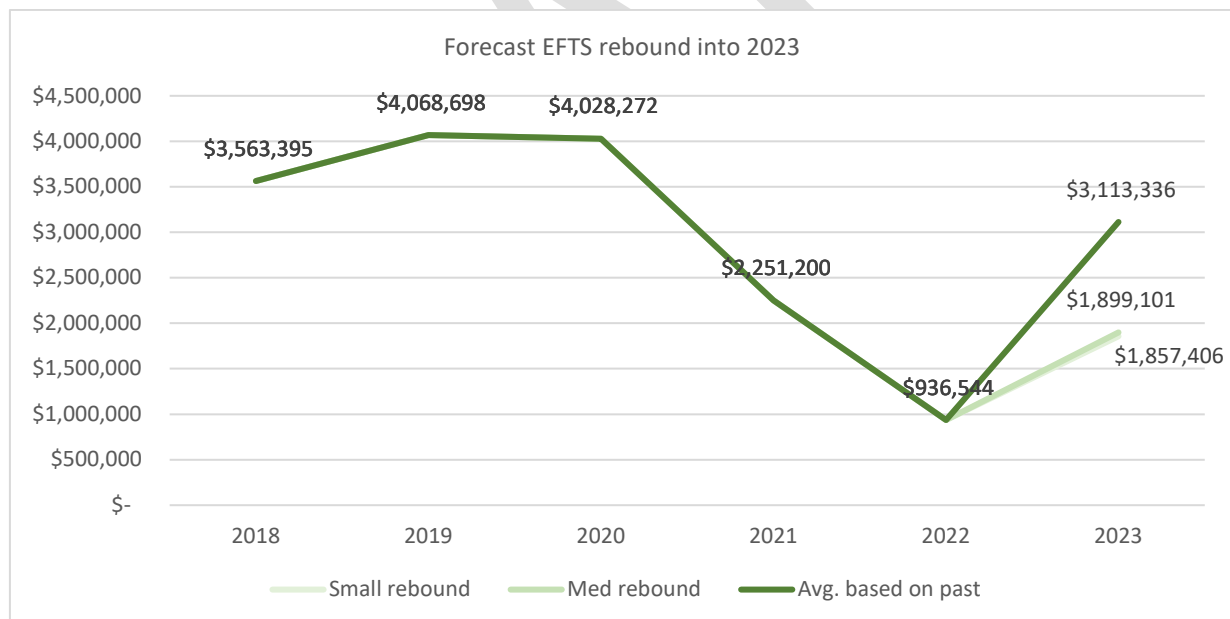
International Student Fees and Revenue



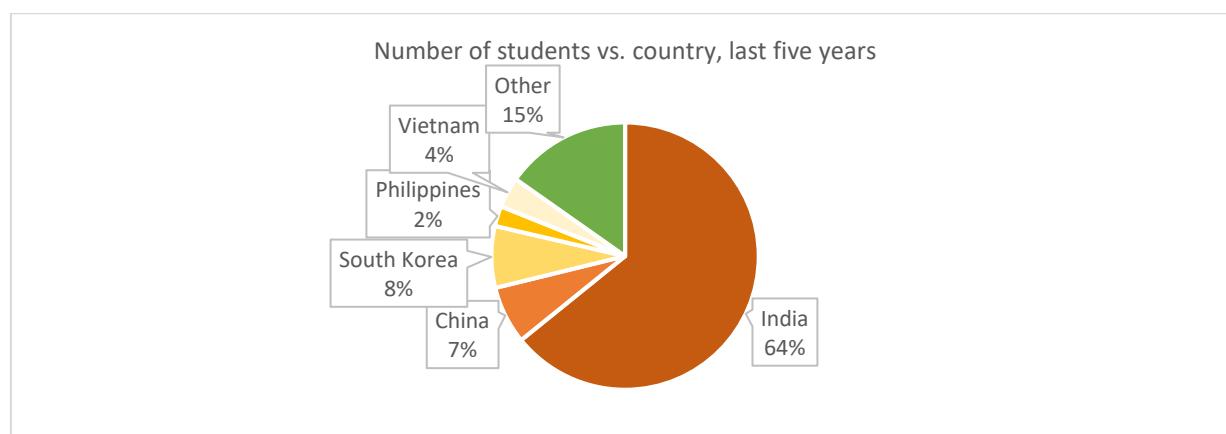
One of the Te Pūkenga working group streams is currently looking at pricing going forward. At the moment, below is how UCOL fees sit against group averages:

	Group Avg.	UCOL Avg.
English Language	\$6,681	\$6,934
Sub Degree	\$18,281	\$19,021
Degree	\$22,274	\$21,750
Post Grad	\$26,919	\$31,250

It is not yet known if or when one set of international fees may start, so the rebound is forecast using the average revenue brought in by 1 EFTS over the previous five years.

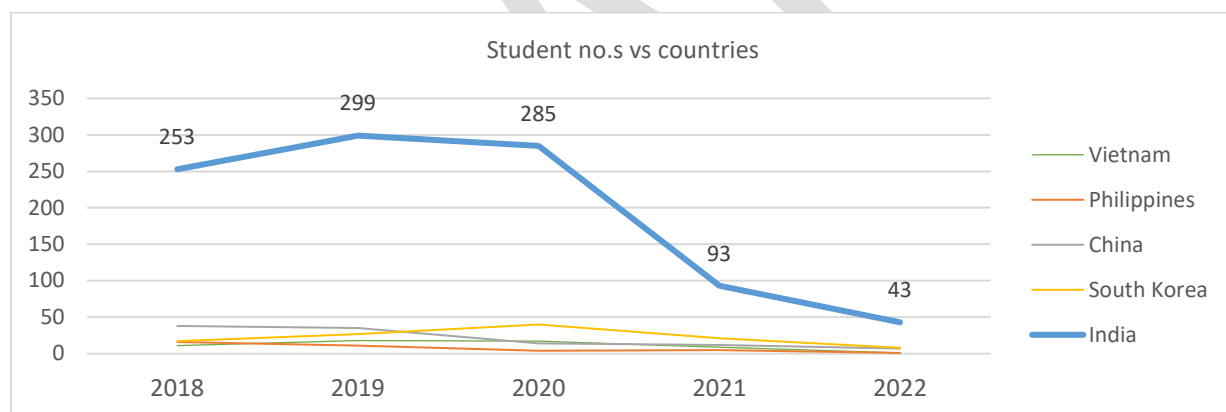


Strategic and Emerging Markets



India is the most significant market for UCOL, with 64% of our international students originating from there over the last five years. While China will remain as the second strategic market, and historically has had significant budget put into recruitment, it sits at 7%. This falls behind South Korea and has been in decline since a 2018 peak of 38 EFTS.

The three emerging markets of South Korea, the Philippines and Vietnam are based on strong relationships with agents, in particular South Korea where one agent works to bring in cohorts of internationally qualified nurses (IQNs). Additional focus will go into uplifting UCOL in these markets.



The latest *Market Insights March 2022 Dashboard* compiled by ENZ shows China is still holding as the largest market for New Zealand, making up 33.8% of all international students in 2020. Of this, Te Pūkenga had 7% of the share across the sector, whereas universities had the lions share at 56%.

India is our largest market and makes up New Zealand's second largest with 18.3% of students. The Te Pūkenga network had the market share at 44%, followed by PTEs and universities lagging at 22%. Similar trends were apparent in previous years, which tells UCOL and Te Pūkenga that the Indian market is currently the most mature and fruitful.

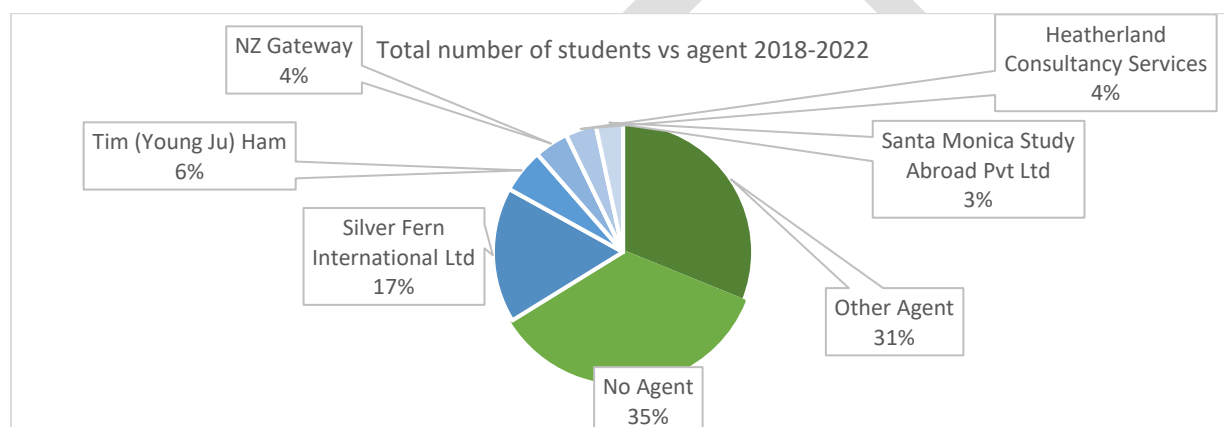
UCOL's three emerging markets perform as follows:

- South Korea: 4th largest market for New Zealand, 5.4%. Te Pūkenga, PTEs and Universities are on similar footing here, sitting around 7%. This market is emerging with 49% of South Korean students in New Zealand in high schools, who will likely transition to a mode of higher education.

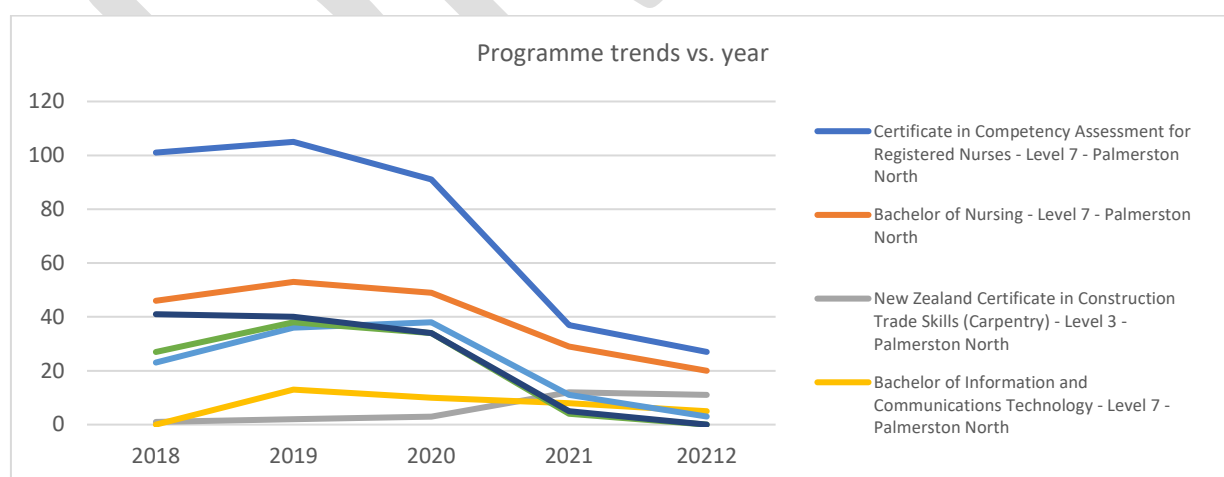
- Vietnam: 5th largest market for New Zealand, 3%. Universities dominate in this space at 45%. The opportunity for us is the school market of 27% of Vietnamese students in New Zealand.
- Philippines: 11th largest market for New Zealand, 1.7%. Despite being a small market, solid numbers come each year with a focus in health care. 80% of this market is split between Te Pūkenga and ITPs. There are no school pipelines and universities pick up the remaining part of the market.

Promotion and Product

There are five top agents who have brought in 34% of students in the last five years. A mixture of 69 agents brought in another 31% and 35% of students choosing UCOL did not use an agent. CAP students and those coming to UCOL without an agent do not incur a commission cost, meaning the whole student fee is realised.



Agent-staff relationships are hugely valuable and over many years trust and knowledge has been built on both side.



Pre-pandemic, the most popular offerings stayed at a fairly stable level. All decreased with the pandemic with the exception of NZ Certificate in Construction Trade Skills (Carpentry) Level 3. This was due to a cohort transition from a pathway programme and is likely to drop back into a lower historic pattern.

Appendix Two: Operational Plan

Tactics

Tactic	Item	Notes
Planning	Develop an annual plan	Develop a plan including touchpoints, targeting and timings, focusing on the following countries: <ol style="list-style-type: none"> 1. India 2. China 3. South Korea 4. Philippines 5. Vietnam
Agents	Attracting agents	Working with agents to find the best and most relevant students. On-the-ground brand ambassadors and trusted partners India <ul style="list-style-type: none"> • Derrick Jones Management • Edu Career Services • Silver Fern International Ltd • Heatherland Education Consultancy • Immigration Advisers NZ Ltd • Jubeerich Consultancy Pvt Ltd • NZ Gateway • Onboard Visas Ltd • Santa Monica China <ul style="list-style-type: none"> • Edu Global China Ltd • Education International Cooperation Group Ltd • JIL Overseas Edu. Consulting & Service Co. • New Zealand Education Alliance South Korea <ul style="list-style-type: none"> • Tim (Young Ju) Ham Philippines <ul style="list-style-type: none"> • Advanz Plus Ltd • Golden Summit Immigration • Visa Premiere Vietnam <ul style="list-style-type: none"> • Study and Work New Zealand Ltd Supporting domestic activity in the following ways: <ul style="list-style-type: none"> • In-school visits • Local agent visits • Australia New Zealand Agent Workshops (ANZA – meeting new agents)
	Communicating	<ul style="list-style-type: none"> • Regular communications through a quarterly newsletter
	Reviewing	<ul style="list-style-type: none"> • As part of the Code, review all agents annually
	Website	<ul style="list-style-type: none"> • Informative and interesting website promoting UCOL, campaign to drive traffic
Marketing and Communications	International Enquiry Inbox	<ul style="list-style-type: none"> • Monitor and respond to enquiries, keep in contact for future pipeline

	Digital and promotional material	<ul style="list-style-type: none"> Produce and circulate to relevant audiences. Translate into different languages: Chinese, Japanese
	Alumni	<ul style="list-style-type: none"> Ongoing relationships with graduates to build a friends and family referral network Encourage students to join LinkedIn at Orientation. Take them through the process
	UCOL PowerPoint presentation and training	<ul style="list-style-type: none"> Introduction to UCOL for new agents using UCOL's PowerPoint presentation. Include student testimonies tailored to each presentation, e.g. programme/nationality. Ongoing regular training sessions for agency staff Utilise Microsoft Office 365 technology for interactive and personalised presentations, e.g. speech translation/captions, QR Code activation and also UCOL's 360 degree virtual tour
	Social media channels	<ul style="list-style-type: none"> Utilise Facebook, Instagram Stories, TikTok, WeChat etc. as appropriate to country and audience Request social media and website stats quarterly from communications group
Events and Expos	Events, Expos and Visits	<ul style="list-style-type: none"> Attend expos and events to elevate UCOL and its international offering
New concepts	Mini online courses	<ul style="list-style-type: none"> Work with faculty to develop online English language taster course. Some sort of recognition for participation/completion Work with faculty to explore off-shore delivery when possible Work with faculty to explore online delivery
	Faculty engagement with students in the pipeline	<ul style="list-style-type: none"> Faculty interaction with students to keep them engaged and interested Provide additional details for programmes International team member/s to be invited to regular faculty meetings or with APMs

Staffing

Responsible	BIP Resource	Collaborate/Assisted by
<ul style="list-style-type: none"> Business and Industry Partnerships 	<ul style="list-style-type: none"> International Recruitment and Conversion 	<ul style="list-style-type: none"> Student Success Marketing and Recruitment English language team Faculties/APMs