

Pūrongo ā-tau 2019

Annual Report 2019



Te ope whakanui i te huringa tau
tuangahuru o Ngākau Māhaki

The tenth anniversary celebration of
Ngākau Māhaki, Unitec’s whare whakairo

Te kapa haka o te kura takawaenga o
Waitākere e whakamana ana i te kaupapa

Henderson Intermediate kapa haka
performs as part of the celebrations



Cover: The whare whakairo – Ngākau Māhaki,
nestled on Te Noho Kotahitanga Marae at
Te Whare Wānanga o Wairaka

Our Purpose
Te Aronga

Led by Te Noho Kotahitanga
we manaaki the success of our
students and communities

Ko ngā tikanga o Te Noho Kotahitanga
e ārahi ana i te manaakitanga o
ngā kaiako me ngā hapori



Manaakitia te Rito

Manaakitia te Rito, our three-year
Renewal Strategy which launched in 2019,
puts students and communities at the
heart of what we do.

The foundation of our Renewal Strategy is
our commitment to Te Noho Kotahitanga, the
partnership and principles which express our
commitment to Te Tiriti o Waitangi and underpin
the values and kaupapa of our organisation.

By focusing on our strategic priorities, we
are striving to improve the success of all our
students and serve the educational needs of
our communities; provide high-quality learning,
teaching and applied research to develop work-
ready life-long students; engage and inspire
staff who are proud to work at Unitec; and build
a financially sustainable organisation
to invest in the future.

He waka eke noa - we are all on the same
waka contributing to the success of our
students and our organisation.

Our Vision
Te Whāinga

Sustaining growth and success,
fulfilling promise and potential

Ko te whāngai i te whakawhanaketanga
me te eke panuku o ngā tauira



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Report from the Commissioner and Interim Chief Executive

Te Pūrongo a te Kaikomihana me te Tumuwahakarae o Mohoa nei

2019 was another year of significant change for Unitec as it continued to recover from major financial challenges and implemented its Renewal Strategy, Manaakitia Te Rito. Despite difficult choices and continuing stringent financial control, staff rose to the challenge. The organisation considerably improved its position and ended the year with a range of positive results, including improved academic quality, staff engagement and student satisfaction.

Financial performance better than forecast

While the wider Institutes of Technology and Polytechnics (ITP) sector continued to experience increased financial uncertainty, Unitec was additionally impacted by the change of post-study work visa policies which encouraged international students to study outside of Auckland. International numbers and associated revenue dropped considerably and overall Equivalent Full Time Students (EFTS), excluding The Mind Lab, declined 16%, leading to a \$15m reduction in revenue.

Despite these conditions, Unitec was able to achieve a much improved financial position, with a positive EBITDA representing a \$14.4m increase on the prior year. This was achieved through significant cost reductions of \$28m, removal of unprofitable programmes and the reduction of non-essential services.

The sale of Unitec's 50% share in The Mind Lab saw the end of a highly successful five-year partnership and also contributed to the positive shift in the bottom line.

Once depreciation is taken into account, Unitec recorded an overall deficit of \$11m. The organisation is thankful for the Crown loan from the Government that has enabled it to fund operations while a sustainable financial model is implemented.

Student, staff, community and industry engagement increases

It was a year of successes for Unitec's students, due in large part to the continued commitment and support of its staff. Outcomes for students remained at comparative sector levels or better. The retention rate for first-year students remained stable, with a particularly pleasing increase in retention rate amongst Pacific students.

After declining in recent years, the Student Net Promoter Score – the barometer of how students are feeling – returned to a four-year high in 2019. Students said they felt more supported, with the main theme for the upward shift being the positive rating of Unitec's teachers and courses. Unitec's priority groups – Māori, Pacific, International and Under 25s – all returned better scores than the previous year, due in large part to the considerable work invested throughout the year in strengthening support to these groups.

Staff engagement at Unitec climbed to a record high, with a 14 percentage point increase on last year's engagement result. The 2019 staff survey had its highest-ever response and showed improvement in every area.

Nearly 80% of respondents also registered a positive connection with Unitec's Māori and Pacific Success Strategies, acknowledging how their input contributed directly to student success. The survey also solicited positive feedback from Unitec's Rūnanga, Fono and local community representatives who felt more included and respected.

Unitec's efforts to rebuild organisational performance based on the principles of Te Noho Kotahitanga, as well as strong leadership, transparency and communication, also gained external recognition, with Unitec being named as one of three finalists in the Human Resources New Zealand (HRNZ) Awards for Organisational Change.

The development of Unitec's Waitākere Strategy exemplified the desire to drive improved community connection. Extensive consultation with local industry bodies and community groups on the ways that Unitec could best serve West Auckland was held during the year and the Waitākere plan will be implemented in 2020.

Unitec's partnerships with industry remain key and provided the foundation to launch two new qualifications during the year: The Bachelor of Veterinary Nursing and the Level 6 New Zealand Diploma in Cybersecurity – both firsts for a New Zealand-based ITP.

Unitec Pathways College continued to grow significantly, cementing the core place of secondary-tertiary transition at Unitec, and strengthening relationships with community groups, careers advisors and its network of participating schools and kura.

Research excellence and commitment to academic improvement

Unitec was the top ranked ITP in the 2018 Performance Based Research Fund (PBRF) quality evaluation, receiving more than a quarter of the total ITP sector funding. It was the only ITP to receive more than 1% of the national funding resource.

The year's External Research Income target was exceeded by \$1.4m with the new Kaupapa Māori Research Centre, Ngā Wai a Te Tūi, securing nearly 60% of the total. Unitec continued to build research relationships with industry, and develop partnerships with external organisations to help find solutions to real-world problems, also establishing an Environmental Solutions Research Centre with a focus on waste management and air quality.

The result of the 2018 External Evaluation and Review (EER) early in the year, which saw Unitec re-categorised as a Category 3 institution, was disappointing. However, with significant work already underway to address areas of concern raised by NZQA, Unitec is encouraged by positive feedback on the progress and achievements made in many areas.

Rapid improvement in Unitec's academic quality was affirmed throughout the year with positive reports from external monitors and professional bodies. Particularly significant was the increase of confidence in leadership, and the alignment in focus at all levels across academic and support teams. Continued progress in all areas of academic quality remains a key focus as we move into 2020 and our next EER.

Look back, looking forward

The mid-year celebration to mark the ten-year anniversary of Unitec's wharehau, Ngākau Māhaki, demonstrated the deep cultural significance and sense of support that Te Noho Kotahitanga Marae holds for students, staff, iwi and community. Feedback from the large number of International Education agents who attended a hui at the marae later in the year reinforced the importance of the marae as a sense of home away from home for many of Unitec's International students.

As we look to 2020 and the implementation of an historic new structure for vocational education in New Zealand, we are committed to an improved system that creates increased opportunities and greater success for our students. The hard work invested and positive culture that was achieved this year positions us well for the changes and opportunities that lie ahead.

Our warm thanks to all staff and the members of the Commissioner's Advisory Committee, Rūnanga and Fono.

He waka eke noa.



Murray W. Strong
Commissioner



Merran Davis
Interim Chief Executive



Murray Strong, Commissioner



Merran Davis, Interim Chief Executive

▼ **22%**
Carbon footprint decreased by 22% - nearly **600,000 kg**

97%
97% of submitted portfolios **awarded PBRF funding**

+2
Two new **research centres** established

85
85 local community and industry groups participated in **40 hui** as part of Waitākere consultation

416
STUDENTS
416 students took part in Vocational Pathway courses across **16** secondary schools and kura

10th 
Ngākau Māhaki, Unitec's where whakairo, celebrated its 10th Anniversary

50%
50% stake in The Mind Lab **sold**

TOP 20 
One of the country's **Top 20 Employers**, according to employer brand research

4,062 
Unitec's **wellness programme** registered **4,062** staff interactions

79%
ENGAGEMENT
Staff engagement increased to all-time high of **79%**

\$4.5 MILLION
\$4.5 million in research grants through MBIE's Endeavour Fund

100 
BUSINESSES
100 businesses engaged with **740** students at **7** Industry Connect events

82%
82% of our graduates entered further study or work

89%
89% of International students felt well-supported at Unitec

12
Student Net Promoter Score of **12**; the highest in four years

+2 
Two new qualifications **introduced**: Bachelor of Vet Nursing & NZ Diploma in Cybersecurity

90%
STUDENTS



90% of **Supported Learning students** graduated with a Level 1 Certificate in Skills for Living and Working



Student Success Mahi Rangatira

During 2019, 82% of our graduates entered further study or work. Of those working graduates, 80% were employed in roles that relate to their qualifications.

In addition, Unitec's Student Net Promoter Score (NPS) – the barometer of how students are feeling and what needs to be improved – was at its highest level in four years in 2019. Students said they felt more supported, with the main theme for the upward shift being the positive rating of Unitec's teachers and courses.

Considerable work was invested throughout the year to strengthen engagement and support to our priority groups – Māori and Pacific, International and Under 25s.

'Care with purpose' takes Tuitupou to the top

Unitec Sports graduate Michelle 'Dee' Tuitupou is a champion multi-tasker, and her dedication and drive is paying off.

Dee plays in the Tongan National Women's Rugby team and the Tongan National Women's Under-19 Soccer team. She also plays soccer for Manukau City at Conference level (one level down from Premier), works at Unitec's Sports Centre, and aspires to teach physical education in schools and work in youth development.

Juggling all these goals is already second nature to Dee. While studying full-time, she worked a part-time job, trained every day, and played rugby on Saturdays and soccer on Sundays.

Unitec's practical learning and supportive staff complemented Dee's natural motivation, pushing her to make the most of her education. She and her fellow sports classmates gained plenty of practical experience in schools of varying decile levels, teaching everything from a Year 10 boys' health class to primary school children with disabilities.

"We learned how to do unit plans for schools that worked within the curriculum, then go out and teach them. We taught all sorts of ages, we were always having to adapt."

The biggest lesson Dee learned was around confidence. "If something goes wrong, I have the confidence to keep going and not stop. Before, I would doubt myself. My lecturers pushed me to go higher, do better, and that's stuck with me," she said.

“
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I have the confidence to
keep going and not stop.
Before, I would doubt
myself. My lecturers pushed
me to go higher, do better,
and that's stuck with me.”

— MICHELLE TUITUPOU

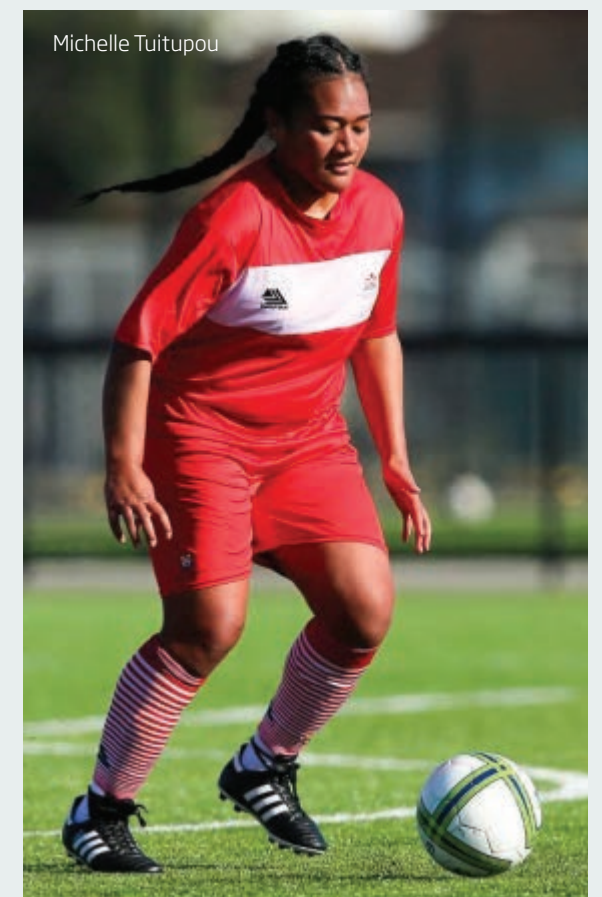
Lecturers also used their industry connections to create opportunities for students. "Seeing how they were willing to go above and beyond for us was comforting and heart-warming."

Dee's parents moved the family from Tonga to New Zealand in 2002, so their children could enjoy better opportunities; the sacrifices her parents made motivated Dee to finish her studies "and finish high", she said. "I believe education is key; if you don't have education, you can't get anywhere in life."

Health and Physical Education lecturer Anne McKay was impressed by Dee's determination and sense of purpose.

"Dee is such a high achiever – we were impressed with the way she threw herself into her studies while juggling so many other commitments. Our ethos in the sports department is 'care with purpose' – it's important to get to know and understand our students so we can tailor any support they need. It's always so heartening to see our students succeed."

Michelle Tuitupou



Using her past for good



Rosemine Mutamuliza

“For me, working at the Red Cross was like coming full circle.... To become part of this organisation and be able to help others to resettle in New Zealand was incredible.”

— ROSEMINE MUTAMULIZA

Coming from a refugee background means Rosemine Mutamuliza doesn't take anything for granted. At the age of twelve, Rosemine was caught up in the 1994 Rwanda genocide against the Tutsi. She and her sister fled their hometown and three long years later, learned their mother and siblings had made it out of Rwanda and were living in New Zealand.

Through sheer hard work, Rosemine, who was reunited with her family through the New Zealand Refugee Quota Programme, taught herself English by watching television with her two young children, and in 2010 embarked on a Bachelor of Social Practice degree at Unitec, majoring in community development. She graduated with a Senior Scholar Award.

Rosemine says her degree really helped put structure around some of the work she had already been doing. She has gone on to play a pivotal role in the lives of others like her, working in the refugee resettlement sector and for the New Zealand Red Cross.

“For me, working at the Red Cross was like coming full circle. Thanks to the Red Cross Restoring Family Links programme, my mother was able to locate my sister and me in 1998, and the Red Cross Red Crescent Movement was instrumental in enabling us to reunite with our family. To become part of this organisation and be able to help others to resettle in New Zealand was incredible.”

All power to top female surveyor

Unitec graduate Megan Smith has her stepfather to thank for setting her on the path to nomination in the prestigious 'UK Young Surveyor of the Year Awards', staged by the Royal Institution of Chartered Surveyors. The awards recognise the most inspiring and influential surveyors – aged 35 or under – in the UK.

Megan's stepfather is a quantity surveyor and suggested it would be a good career path for her – so she investigated study options and chose Unitec's Bachelor of Construction. Following her graduation in 2014, Megan worked in Australia and New Zealand before packing her bags for the ultimate Kiwi rite of passage – living in London.

Now an Executive Surveyor with London-based surveying firm Gardiner & Theobald, she's working on the multi-billion pound Battersea Power Station Phase 2 Project, widely considered to be the largest construction project in the UK. “The project itself is fascinating. It involves refurbishing London's famous former power station into a high-end destination boasting a cinema, event space, apartment living and the future London headquarters of Apple,” said Megan. “With cost control on a refurbishment always a true challenge, imagine having to refurbish a building made up of over seven million bricks.”

Megan made it to the awards shortlist from a record number of nominations, but she remains humble about her selection. “I'll admit it does feel a bit like an 'underdog story' – some of the candidates have been working in the UK for well over ten years and carry more impressive titles, and even founded their own firms. Saying that, I'm proud of my achievements, and it's an honour to be recognised on the shortlist.”

Paul Jeurissen, Head of Unitec's School of Building Construction, said he was delighted to see how her career has progressed. “Megan is an incredible role model for women in construction.”



Megan Smith

Unitec springboards young artist's career

Take every opportunity. Connect with people in your industry. Push yourself. If there was a formula for success for those breaking into the art world, this could be it – and it's worked for Bachelor of Creative Enterprise (BCE) student Oliver Cain, who enjoyed impressive success even before graduating.

In August, Oliver became the first Unitec student to win the coveted Eden Arts Art Schools Award, a competition that attracts students from across all of Auckland's art schools. He was also a finalist in the Wallace Art Awards and exhibited at the biennial NZ Sculpture OnShore exhibition on Auckland's North Shore.

“Previously I was making work that was a bit superficial, and now I'm making work that's highly meaningful and personal. My tutors challenged me.”

— OLIVER CAIN



Oliver Cain

Much of Oliver's work focuses on his experiences and those of the queer community, light-heartedly questioning social constructs of shame, anonymity and sexuality. He pairs items such as urinals and toilet cisterns with bananas, and uses pared-back materials to add a more textured look to his work.

“I like producing work that often has an undertone of meaning, but isn't necessarily obvious to the viewer straight away.”

Studying at Unitec motivated Oliver to dig deeper into his ideas. “Previously I was making work that was a bit superficial, and now I'm making work that's highly meaningful and personal. My tutors challenged me. Lots of artists have used their sexuality, their race, their gender, to make work; I didn't necessarily want to be put in that box, but I found it rather freeing in myself to make work that was focused on that.”

Dr Vanessa Byrnes, Head of Unitec's School of Creative Industries, believes Oliver has all the skills that can grow a career. “He has the ability to manage his time, to seek out new opportunities, to be adaptive, to imagine and create connections where previously they might not have occurred, to communicate and collaborate.”

Dr Byrnes also recognised the teachers who had supported Oliver to achieve this incredible outcome.

“It's testament to the dedication and teaching methods of our Creative Industries staff who encourage students to experiment with different styles and express themselves in creative practice with confidence.”



Research and Learning Mahi Rangahau me ngā Akoranga

We registered some outstanding results with our research this year, and the continued support by our external partners was very positive.

“The type of research that we’re good at and pride ourselves on is community and industry engaged research – finding solutions to real-world problems that often have an immediate impact.”

— Associate Professor Marcus Williams,
Director, Tūāpapa Rangahau

Award-winning research programme finds solutions to real-world problems

One of Unitec’s points of difference is the applied nature of its research. Engaging and collaborating with community and industry means that Unitec’s researchers can find solutions to real-world problems—with useful outcomes and often immediate impact. Significant funding and an expanding research programme show that this approach is paying off.

Unitec top ranked ITP in research funding

Unitec ranked top of the 14 participating ITPs in the 2019 Performance Based Research Fund (PBRF) Quality Evaluation, with an outstanding 97% of submitted portfolios awarded funding.

The PBRF is a highly competitive, nationally peer-reviewed process, run by the Tertiary Education Commission (TEC), which awards funding based on the quality of research in the tertiary industry.

With over a quarter of ITP sector PBRF funding going to Unitec, and being ranked 9th out of the 36 participating tertiary organisations in a fund that was originally set up for the university sector, the result highlights the outstanding research programme in place at Unitec.

Unitec was awarded more of the highest quality ‘A’ categories and more ‘new and emerging’ categories than the last funding round in 2012, reflecting its focus on high quality research and its support of new researchers.

Marcus Williams, Unitec’s Director of Tūāpapa Rangahau (Research and Enterprise) said, “We’re thrilled with our PBRF results this year, which highlight Unitec’s ongoing focus on applied research, and our support of new and emerging researchers. PBRF was originally designed by and for the university sector, therefore the success of any ITP must be seen in this context and is all the more notable.”

Disciplines of particular strength were Architecture, Design, Planning and Surveying, with 12% of the total funding awarded to Unitec, along with Visual Arts and Crafts, with 8% of funding in this area going to Unitec.

“The type of research that we’re good at and pride ourselves on is community and industry engaged research – finding solutions to real-world problems that often have an immediate impact.”

“The more expansive terms of reference of today’s PBRF helps our research office to tell these terrific stories of our community and industry engaged research,” said Associate Professor Williams.

Environmental Solutions Research Centre tackles global issues

One area where Unitec researchers will be tackling real-world problems is in the environmental space. This year, Unitec opened its Environmental Solutions Research Centre (ESRC) to work on topical issues of international interest and environmental urgency.

The ESRC is the first of its kind in New Zealand. Associate Professor Williams paid tribute to the Centre’s director, Associate Professor Dr Terri-Ann Berry.

“Terri-Ann has a natural, energetic ability to build lasting and invested partnerships with industry and the community. This is a rare talent, particularly when it’s coupled with strong science capability and a creative mind.”

“We pride ourselves on applied research as Unitec’s point of difference – it’s at the core of our value proposition in this space. The Centre will tackle multi-generational issues through transdisciplinary, industry-partnered research, which has the potential to help people and transform environments around the world.”

Dr Berry, a chemist and environmental engineer at Unitec’s School of Engineering and Applied Technology, and her team are currently working on five projects of global significance, including asbestos remediation, reuse of sediment dredgings, construction waste minimisation, coastal erosion and indoor air quality.

Dr Berry is excited about the Centre’s collaborative nature. “It enriches our students’ learning experience, and helps them make valuable connections with industry. It’s that excitement of working with people from all different backgrounds, communicating ideas and coming up with solutions that can be useful.”

“
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learning experience, and
helps them make valuable
connections with industry.”

— DR TERRI-ANN BERRY

Ngā Rerenga Wai a Te Tūi mō te tau

Kua kotahi tau e tū ana te whare pūranga rangahau Māori o Ngā Wai a Te Tūi hei whare rangahau i ngā kaupapa Māori, hei whakawhānake hoki i ngā hinonga iwi taketake o te ao

Ko Ngā Wai a Te Tūi he whare pūranga rangahau Māori e whakawhānake ana i ngā hinonga iwi taketake o te ao. I tapaina te whare rangahau Māori hou nei e Tākuta Haare Williams hei whakatōpū i ngā manga wai maha o te mātauranga kaupapa Māori ki te wāhi kotahi ki te Mātāpuna o Te Wai-Unuroa o Wairaka. He tohu anō i te whakapūmautanga a tēnei whare pātaka kōrero rangahau ki tōna taiao, ki ōna whenua, me te puna wai e rere ana mā te Whare Wānanga o Wairaka.

Hei tā Ahorangi Jenny Lee-Morgan, “He kupu whakarite anō te ingoa o Ngā Wai a Te Tūi i ngā komititanga mahi, i ngā muriwai wheako, me ngā kōawaawa mātauranga hoki e whakakotahi ana hei whakapiki i te ora o ngā Tūi, arā, ngā whānau, hapū me ngā iwi kia hua, kia puāwai hoki”.

E hia kē ngā hua kua puta mai i ngā mahi a Ngā Wai a Te Tūi pērā ki te kaupapa rangahau o Te Manaaki o te Marae: Te tū o te marae hei whakaruru hui i ngā tāngata o Tāmaki Makaurau i te wā o te nihoroa me te korekore. ‘Te Manaaki o Te Marae’.

He mea whakahaere tēnei rangahau ki te marae whakamaumahara tonu o Te Puea Herangi.

Ko Ahorangi Jenny Lee-Morgan rāua ko Rau Hoskins te hunga arataki i tēnei rangahau hei aromatawai i ngā huarahi e taea ai e ngā marae te whakapakari ake i te kaupapa o Manaaki Tāngata, nā Hurimoana Dennis me tōna ohu te kaupapa i kawē. Ko tā rātou mahi ki te whakatutuki i ngā awhero o ngā whānau kia riro mai i a rātou ō rātou ake kāinga ora.

Ina hoki e rua ngā pūrongo i whakaputaina e Ngā Wai a Te Tūi tēnei kaupapa ko te pukapuka tuatahi e kī ana ‘Ahakoa te aha, mahingia te mahi’: hei whakakōrero i te tāwharautanga o ngā whānau o Tāmaki Makaurau e noho kāinga kore ana he mea tuhia e (Lee-Morgan, Hoskins, Te Nana, Rua rātou ko Wayne Knox, 2019). Kātahi ko te pūrongo tuarua ko ‘Tūranga ki te marae, e tau ana: He pukapuka tēnei e whakaaro auaha ana ki ngā marae

Ngā Wai at Te Tūi has provided ground-breaking kaupapa Māori research to support indigenous innovation and Māori development over the course of its first year

hei wāhi papa kāinga anō hoki ki roto i te rohe o Tāmaki Makaurau’ (Ko te hunga i pato i ngā kupu ki ngā whārangi o te pukapuka nei ko Lee-Morgan, Hoskins, Knox, Dennis, Henry, Nathan, Smiler rātou ko Rātana, 2019).

I whakarewaina hoki e Ngā Wai a Te Tūi te wānanga whakakōrero i ngā akoranga o te pūrākau, ā, i noho tahi ai ngā kunenga o te pūrākau ki te whare o Ngākau Māhaki ki te āta māhorahora i ōu rātou mātauranga e pā ana ki tēnei taonga tuku iho e kī ānei ko te pūrākau. Arā, i whakatau a Ngā Wai a Te Tūi i a Ahorangi matua a Jo-Ann Archibald o Kānata me Tākuta Haare Williams rātou ko tō tātou ahorangi a Jenny Lee-Morgan ki te āta whāngai i te toru tekau tauira i whai wāhi ki te noho ki ngā pakiaka o ēnei rākau taumatua o te wao nui o Pūrākau.

I te marama o Hakihea i tērā tau i whakawahia a Leonie Pihama o Ngāti Māhanga, o Te Atiawa ki te korowai o te ahorangi mai i te Whare Wānanga o Wairaka. I titia tōna pūtiki ki ngā raukura o te Whare pūranga rangahau kaupapa Māori o Ngā Wai a Te Tūi. Nānā i rangatira ai Te Whare Wānanga o Wairaka nui tonu ki ōna pūkenga, ōna wānanga me ōna kete mātauranga maha kua whaowhia i roto i ngā tau. Kua mauria mai e Leonie tana kaupapa rangahau nui whakaharahara o He Waka eke noa hei kaupapa rangahau mā NWAT me te Whare Wānanga o Wairaka.



Professor Jenny Lee-Morgan and Professor Leonie Pihama



Ngā Wai a Te Tūi team, including Ngahuia Eruera, Rau Hoskins, Professor Jenny Lee-Morgan, Tia Reihana-Morunga, Rihi Te Nana. Absent: Irene Kereama-Royal, Jacqueline Paul, Kim Penetito and Wetini Paul.

The continuous flow of Ngā Wai a Te Tūi, Unitec’s Māori and Indigenous Research Centre

Ngā Wai a Te Tūi (NWATT), Unitec’s Māori and Indigenous Research Centre, has provided ground-breaking kaupapa Māori research to support indigenous innovation and Māori development over the course of its first year.

Dr Haare Williams gifted the name to the Centre, emphasising the importance of water to all living things, and acknowledging the cultural waterways of Te Wai Unuroa o Wairaka which flows through Te Whare Wānanga o Wairaka. The spring encapsulates rich stories of the past and present while navigating into the future.

Professor Jenny Lee-Morgan (Waikato-Tainui, Ngāti Mahuta), Director of Ngā Wai a Te Tūi, said, “Ngā Wai a Te Tūi also signals the streams of expertise, disciplines and knowledge combined to enable the Tūi (a metaphor for our whānau and our communities) to flourish. We are a multi-disciplinary kaupapa Māori research group that recognises that real-world research questions are not easily solved by one specific or particular discipline.”

The Centre has undertaken a variety of kaupapa Māori projects that draw on the expertise of a large team.

‘Te Manaaki o Te Marae’ was the inaugural research project which investigated the role of marae in Tāmaki (Auckland) to respond to the housing crisis, based at Te Puea Memorial Marae.

Professor Lee-Morgan and Rau Hoskins (Ngāpuhi, Ngāti Hau), co-led the project, working closely with the chair and director of Te Manaaki Tāngata Hurimoana Dennis (Ngāti Porou, Ngāti Kahungūngu, Rongowhaakata) and his kaimahi (team).

In another project based on research methodology, the Centre also launched the seminal publication ‘Decolonising Research: Indigenous Storywork as Methodology’, detailing how storytelling practices can decolonise the research of indigenous societies.

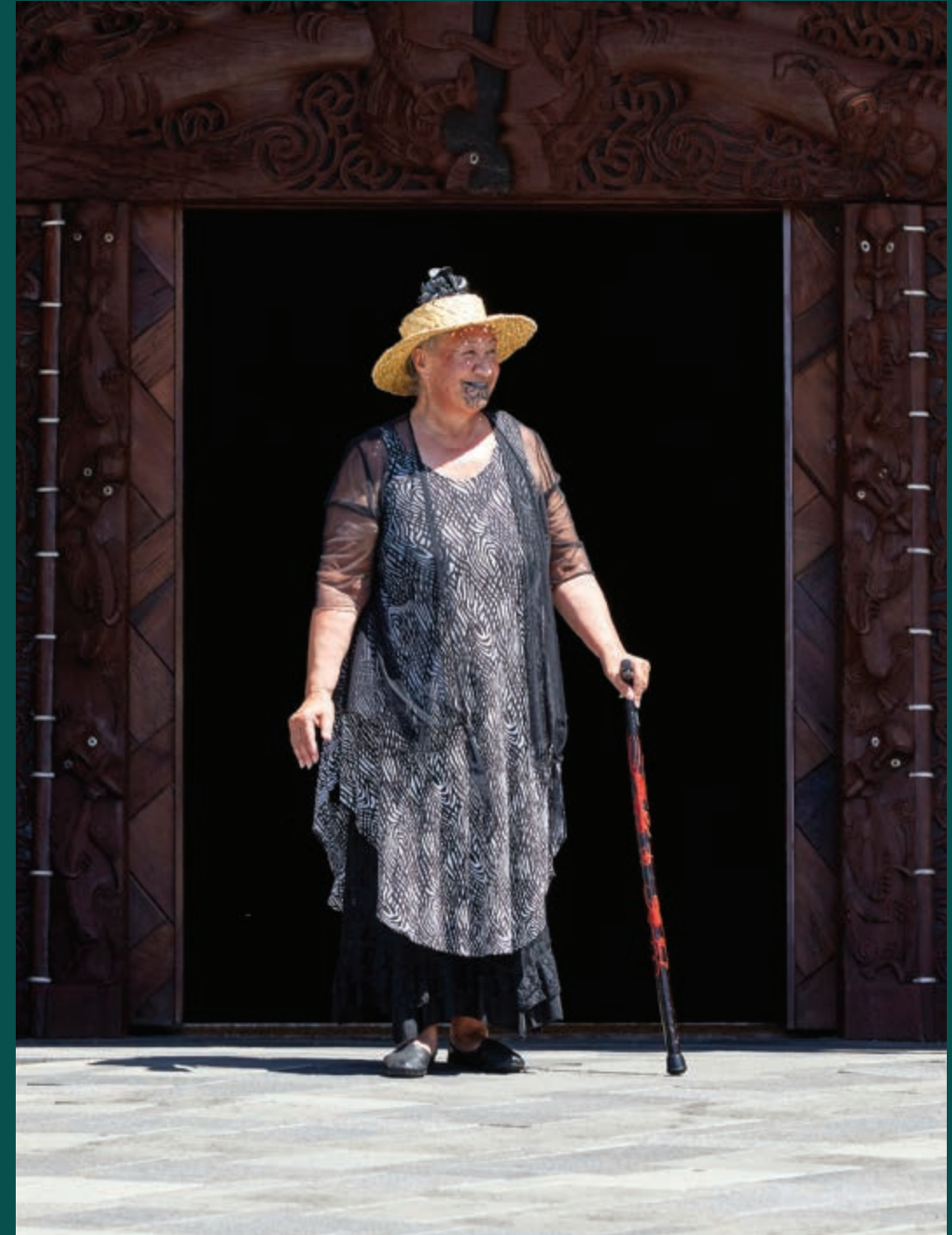
Another significant achievement in the first year of Ngā Wai a Te Tūi, was the celebration of the arrival of leading kaupapa Māori academic Professor Leonie Pihama (Te Atiawa, Ngāti Māhanga, Ngā Māhanga a Tāiri) at the Centre. Formerly the Director of Te Kotahi Research Centre at the University of Waikato, Professor Pihama brings a wealth of knowledge and her prestigious MBIE-funded project of ‘He Waka Eke Noa’ to the research portfolio of NWATT.

Our Communities

Ngā Hapori

Our network of industry and community relationships puts us closer to the heart of what businesses are looking for in their employees, and provides our students with opportunities to connect, work, and learn with industry experts and community-based groups.

The continued success of Unitec Pathways College has helped cement the core place of secondary-tertiary transition at Unitec and helped strengthen relationships with community groups, secondary schools and kura.



Supporting diversity at ASB Polyfest



Dr Falaniko Tominiko; Hon Aupito William Sio, Minister for Pacific Peoples; Sarah Sommerville, Anaru Parangi; Rt Hon Jacinda Ardern, Prime Minister of New Zealand; Blair Sorensen; Renee Peeni; Debbie Loots; Paul Hays

Unitec has reconnected with ASB Polyfest, rekindling a long-standing partnership with the world's largest Māori and Pacific Island Festival. ASB Polyfest features traditional music, dance and speeches from more than 12,000 Auckland secondary school students.

Dr Falaniko Tominiko, Unitec's Director of Pacific Success, said that with nearly 40 Auckland schools appearing on the Unitec-sponsored Diversity Stage, the association was a natural fit.

"We as an institution place great importance on our diversity. We're walking the talk in terms of respecting, accepting and promoting diversity."

Unitec also sponsored a chill-out zone, providing Polyfest participants and guests a shady spot to sit, play games and chat. Andrea Thumath, Director of Unitec Pathways College and Students Under 25 Success, was there with her team and said the zone provided many opportunities to engage with the Polyfest community.

"A lot of high school students and their parents came to our chill-out area and there was a lot of interest in what we're doing at Unitec. We had student ambassadors there, talking to prospective students - because who better to talk about studying at Unitec than our current students?"

Unitec's involvement with ASB Polyfest also aligns with its new Pacific Success Strategy, which aims to increase Pacific learner success and create more opportunities for the Pacific community to study at Unitec.

"We as an institution place great importance on our diversity. We're walking the talk in terms of respecting, accepting and promoting diversity."

— DR FALANIKO TOMINIKO

New courses connect with skill gaps



Unitec's Diploma in Cybersecurity (Level 6) was the first of its kind in New Zealand

Unitec added new study options in vet nursing and cybersecurity to its curriculum this year, in response to specific demand from industry.

Unitec was the first tertiary institution in New Zealand to offer a Bachelor of Veterinary Nursing degree when it started midway through the year, preparing students for a range of roles within the animal health industry.

Dr Dan Blanchon, Head of Unitec's School of Environmental and Animal Sciences, said, "There's an increased need for robust, evidence-based programmes of study that provide veterinary nurses with the skills and knowledge they need to carry out the responsibilities associated with the role."

"In an industry stymied by an increasing skills shortage, we're helping develop our own homegrown talent and ensuring we deliver what industry needs."

— DILA BEISEMBAYEVA

In addition, Unitec teamed up with New Zealand technology company Datacom to respond to a need for skilled cybersecurity workers. The one-year New Zealand Diploma in Cybersecurity (Level 6) is due to commence in Semester 1, 2020 and will be the first of its kind in New Zealand.

"In an industry stymied by an increasing skills shortage, we're helping develop our own homegrown talent and ensuring we deliver what industry needs," said Dila Beisembayeva, Unitec's Academic Programme Manager at the School of Computing and Information Technology.

The best in the west: Waitākere campus spearheads new industry and commercial partnerships



Leastra Davis, who studied for her Bachelor of Social Practice at Unitec's Waitākere campus

Unitec has always been part of the colourful fabric of West Auckland. It not only provides a place of learning where many local residents gain the skills they need for work, but with a host of staff who live in the area, it's also a major employer and economic contributor to the region. However, recent years of financial instability and introspective retrenchment led to Unitec being accused of neglecting its West Auckland roots.

The Waitākere strategy was developed after extensive hui with local schools, community organisations and industry groups to establish what specific skills employers were looking for.

Its revitalised Waitākere strategy, launched towards the end of the year, is the most significant and wide-ranging plan for the region in recent years, designed to support regional business growth by better understanding the contribution that Unitec can make to the West Auckland economy. It was developed after extensive hui with local schools, community organisations and industry groups to establish what specific skills employers were looking for in future workers, and how Unitec could partner more effectively with them to better meet the expectations of prospective students.

The first stage of the Waitākere plan will include the introduction of additional Level 4-6 qualifications, giving West Aucklanders a more efficient route to employment, both local and Auckland-wide. Partnerships have also been established with local industry stakeholders, including partnering in the development of the 'Arts Corridor' to support the growth and development of Auckland's film and performing arts industries in West Auckland. Other alliances have been formed with Aged Care, Auckland Council's Recreation Centres, Sport Waitākere and non-profit organisation, The Fono. All provide hands-on programmes for students to help facilitate successful and meaningful career pathways.

Sharing a values-driven, community focus

Through a partnership with Pacific-owned non-profit organisation The Fono, Unitec graduates are going on to help provide accessible, affordable, quality health services to those who need it most.

The Fono is an affiliation between The West Fono Health Trust, Pasifika Horizons Healthcare and The People's Centre Trust, providing a range of health, education and Whānau Ora services across six Auckland and Northland locations.

As a teaching practice, The Fono places students - including Unitec's nursing, public health and social practice students - into a range of community-based roles.

Qualified Social Worker and Unitec graduate Ana Aitcheson is Manager of Social Services at The Fono, and says the team has tripled in size in a short space of time, opening up more placement opportunities for students.

"We have a passion for local students, particularly our Pacific students, and we're focused on getting them into work. We find Unitec students have a real grassroots, community focus, balanced with the academic side of things. Because we're a values-driven organisation, placing students who share those views is so important to us. Added to that, we're located virtually across the road from Unitec, so it's super easy for them and us.

"Our partnership is a real win-win for both organisations, as well as for the students coming out of Unitec, and I see it continuing to expand well into the future."



Ana Aitcheson

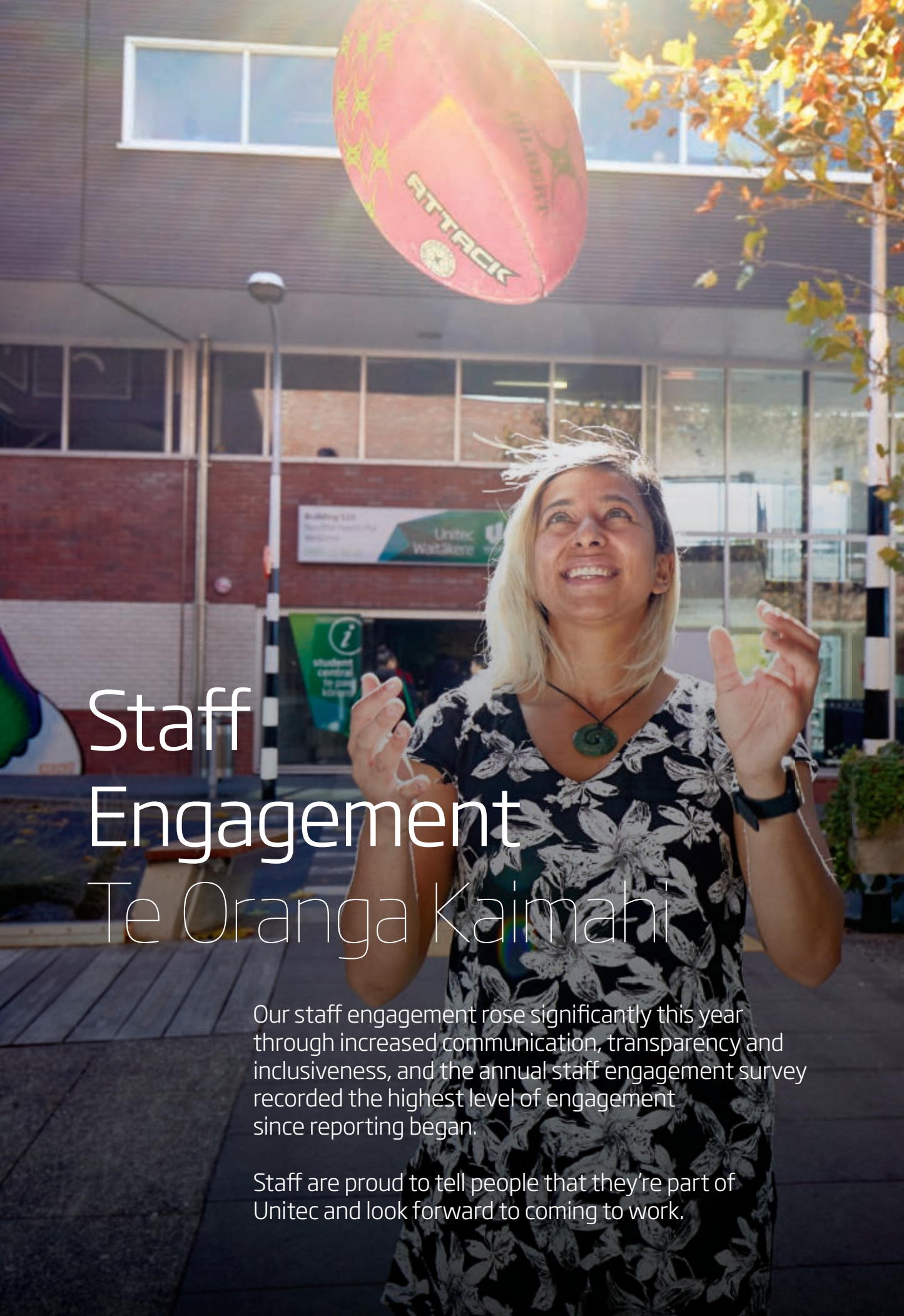
“Our partnership is a real win-win for both organisations, as well as for the students coming out of Unitec, and I see it continuing to expand well into the future.”

— ANA AITCHESON

This year, Unitec became the preferred professional development provider for Auckland Council's one thousand workers employed in the city's Pools and Recreation Centres who were looking to upskill towards a qualification.

"Auckland Council is encouraging sport and recreation as a career path for young Aucklanders," said Unitec's Academic Programme Manager in Community Studies, Sue Emerson. "They want their employees to develop transferable skills across all aspects of operating pools and recreation centres, and Unitec can provide the vocational training to ensure they're at the top of their game."

Ten students joined the Level 5 Certificate and Diploma courses in Sport, Recreation and Exercise this year, including some from Centres in West Auckland, on an 'earn and learn' approach where they balance work and study. Their assessments are based around the work they're doing in their jobs, and students have embraced the opportunity to acquire new skills in a real-world setting, saying they're using these skills to create new initiatives for the community in their Centres.



Staff Engagement Te Oranga Kaimahi

Our staff engagement rose significantly this year through increased communication, transparency and inclusiveness, and the annual staff engagement survey recorded the highest level of engagement since reporting began.

Staff are proud to tell people that they're part of Unitec and look forward to coming to work.

Engaged staff paddling in the same direction

Staff engagement is at an all-time high at Unitec, and key measures for professional satisfaction and wellbeing show the hard mahi around Unitec's Renewal Plan is paying off.

The 2019 Staff Engagement Survey showed considerable progress in how positively staff members felt about Unitec, its direction and the environment on campus. The annual survey had its highest-ever response rate at 70%, and showed improvement in every area.

Most significantly, the engagement score at 79.3% was the highest Unitec has ever had; a sizeable jump from 2018's result of 65%. This measured overall staff satisfaction using four key statements, such as having pride in the organisation and whether staff look forward to arriving at work each day. The increase has been driven by continued improvements in the performance of executive leadership, communications and change management, strategic direction and performance management.

In addition, staff perceptions of their career development opportunities improved significantly in 2019 – up by 14% to 64% – reversing the declining trend shown over the past three years.

Increasing staff morale during such a significant transition is the result of relentless communication and total transparency. The Renewal Plan was a people-led strategy, led by Unitec's partnership agreement, Te Noho Kotahitanga.

The 2019 survey also measured staff engagement with the Māori and Pacific Success Strategies for the first time. A heartening 79% of respondents said they understood and believed in these strategies, and could see how their work contributed to Māori and Pacific success. Unitec also received positive feedback from the Unitec Rūnanga, Unitec Fono and local community representatives who said they felt more included and respected.

The positive work Unitec is doing around organisational change is being noticed off-campus, too. In December, Unitec was announced as one of three finalists in the Organisational Change category at the annual Human Resources Institute of New Zealand Awards.

The 2019 Staff Engagement Survey showed considerable progress in how positively staff members felt about Unitec, its direction and the environment on campus.

Emphasis on professional development helps to make Unitec an employer of choice, contributing to improved staff retention and satisfaction which in turn contributes to the ongoing success of its students. Opportunities for personal and professional development include the Badging Programme, which recognises that teachers progress against an institutional teaching competency framework. Lynn-Elisabeth Hill, Academic Leader in Unitec's Bridgepoint School, has embraced the new badging system saying, "Professional development leads to reflection, and I think reflecting as a teacher is important."

Whale Watcher has Supported Learning to thank for his dream job

Dave Hicks of Unitec's Supported Learning programme may be new to his Academic Programme Manager role, but his passion for his students is evident, explaining that meaningful employment – and not simply a job – is the outcome Unitec wants for every graduate.

“Meaningful employment and what that means is very different now to how it was ten years ago.”

“Our programme is holistic and has been tailored for disabled learners. It recognises literacy and numeracy, social capability and emotional capability. It includes things like friendships and relationships, nutrition, and how that affects you. We build on the overall development of our students, as opposed to just skills.”

“We teach independence, responsibility and empowerment. We know we have done our job well when this leads to meaningful employment, and it's proven time and time again amongst our graduates.”

The student success results are testament to the programme's quality. In 2019, nearly 90% of students finished with a Level 1 Certificate in Skills for Living and Working.

Thanks to the skills he learned at Unitec, Supported Learning graduate Lyndon Chow has found his niche. Working for Downer New Zealand in Auckland's Viaduct Harbour, Lyndon is a 'mammal watcher'. His single-minded focus on all things related to Health and Safety makes him perfect for the job – one which involves watching the water to check for marine mammals, including dolphins, seals and orca – while heavy construction work gets underway for the Downtown Auckland programme.

Lyndon was introduced to the role by PolyEmp, an organisation that supports young people with learning disabilities towards their goal of sustainable employment.



“Downer was initially looking for someone with an interest in the environment and animal protection, but we realised that Lyndon's careful, conscientious nature and awareness of health and safety made him perfect for the role,” said Margaret Reilly, Manager, PolyEmp, which works with Unitec to place students from the Supported Learning programme into jobs.

“Downer is very supportive of Lyndon. They ensure he doesn't feel like he's working on his own. And they have very sound systems in place if Lyndon does alert them to hazards.”

“

We teach independence, responsibility and empowerment. We know we have done our job well when this leads to meaningful employment, and it's proven time and time again amongst our graduates.”

— DAVE HICKS

Unitec staff support reaches across the Pacific



Dr Falaniko Tominiko, his son Marques Tominiko and mother Makeleta Tominiko

When Samoa was gripped by the measles outbreak in September, Samoan villagers were asked to hang red flags outside their homes to inform medical staff that they needed measles vaccinations.

To offer support, Unitec created a special event, Mūmū mo Samoa (Red for Samoa) to raise money for those in need.

Dr Falaniko Tominiko is Unitec's Director of Pacific Success and founding member of medical charity Project Paeds Samoa, which supports Samoa's paediatric wards. As part of Unitec's fundraiser, Dr Falaniko delivered a special public lecture to raise awareness of past instances of tragedy in Samoa and the resilience of the Samoan people, and to encourage people to donate to Project Paeds.

The money raised by the Mūmū mo Samoa event was distributed by Project Paeds Samoa directly to families in need.

“

My job is to give as much as I can to my students so that they succeed – their success is my success. I'm a firm believer in the notion, 'I see me'; when I see my students, I see myself in them.”

— HOHEPA RENATA



With a nomination for the Ako Aotearoa Tertiary Teaching Excellence Awards, Te Noho Kotahitanga Marae Taurahere, Hohepa Renata – also known as 'Papa Ho' – joined the ranks of Unitec staff recognised as among New Zealand's best tertiary teachers. Papa Ho was nominated in the Kaupapa Māori category for his way with people, his rapport and empathy, and his ability to capture the hearts and minds of students.



Financial Sustainability Tiaki Putea

The implementation of Manaakitia te Rito, our Renewal Strategy, drove significant change this year, improving academic structures, support systems, finances, staff engagement and student satisfaction. It also enabled the organisation to significantly reduce non-essential cost, and make additional savings through repurposing buildings and resources.

We recognise that financial sustainability is primarily about putting the needs of our students first.

Focus brings financial and sustainability wins

Building a financially sustainable business is a key part of Unitec's Renewal Plan. While student numbers continued to fall this year due to the challenges faced by ITPs across the country, Unitec was able to achieve a much improved financial position, with positive earnings before interest, tax, depreciation and amortisation representing a \$14.4m increase on the prior year.

Significant cost reductions have been achieved by the removal of unprofitable programmes and the reduction of non-essential services and costs. However, this has not been at the expense of investing in new programmes to meet stakeholder needs. Critically, investment has continued in key services supporting student success.

A programme of campus consolidation over the past few years has meant that land and buildings have been sold with the funds invested into making more efficient use of the remaining buildings on campus, and to improve learning facilities for students.

Maja Zidov, Unitec's Sustainability and Wellbeing Manager, says these efforts have also enabled Unitec to dramatically reduce its carbon footprint – which has dropped 600,000 kg in the past year. Restrictions on air travel applied throughout 2019 also had a positive impact. "Now, Unitec's carbon footprint is on track for a 30% reduction by 2030, as measured from the 2014 baseline."

Building closures also prompted the infrastructure team to complete a stocktake of all furniture, either in storage or not being used. This helped them make better use of existing stock, rather than ordering new items, and they sold and donated furniture that was no longer needed.

In addition, some buildings have been rejuvenated and repurposed on the Mt Albert campus to enable students to be closer to the student hub, Te Puna, and Te Noho Kotahitanga Marae. A new Te Puna experience for students is also being developed at the Waitākere campus, again making the most of existing space.

Transition to tertiary gets a makeover

Shifting into a refurbished, central location at the Mt Albert campus for the start of 2020 will give Unitec Pathways College (UPC) a new lease of life and help bring more of the Under 25s priority group into Unitec's Vocational Pathway programmes.

The new space is bright and open and designed with young people in mind, says Andrea Thumath, Director of UPC and Students Under 25 Success. It's dedicated to teaching and learning, and with a great vibe, it's also a place where young people want to hang out and learn.

"The new space is dedicated to young people.

Up to 100 students a day from seven pathways can be accommodated, and they come from different schools and interact with each other, much like they do when they study full-time."

The move makes financial sense: Unitec needed to rationalise space and costs, and the building was a perfect fit for UPC, which runs NCEA Level 2 and 3 Vocational Pathway courses in partnership with secondary schools and kura. The ground floor is designated for practical workshops in automotive and carpentry, and upstairs is a bright, open space with design studios and computer labs.

It's also located right at the heart of Unitec, so students can feel like they are part of campus life from the moment they arrive.

“

The new space is bright and open and designed with young people in mind... It's dedicated to teaching and learning, and with a great vibe, it's also a place where young people want to hang out and learn."

— ANDREA THUMATH

The beautiful whare whakairo of Ngākau Māhaki, nestled on Te Noho Kotahitanga Marae at Te Whare Wānanga o Wairaka, celebrated its tenth birthday this year

Ko te whare whakairo ataahua o Ngākau Māhaki kei te poho o te marae o Te Noho Kotahitanga ki Te Whare Wānanga o Wairaka i whakanuia tōna huringa tau tuangahuru



Opened in March 2009, Ngākau Māhaki was the first whare whakairo (carved meeting house) in nearly a century to be created using traditional architectural practices. This year it celebrated ten years as a special and meaningful place in the heart of Te Noho Kotahitanga Marae and the Unitec community.

Te Arawa master carver Dr Lyonel Grant (Ngāti Pikiao) designed and built the whare. At the time of its opening, he said, "I wanted to do something new, not just decorate a box, but create a showcase for our culture that's unique in the world. To do that I had to turn the clock back 100 years, look at the traditional techniques, and then work out how modern construction methods could be used to complement those techniques, given that this wharenuī is maybe three times bigger than the classical model."

The inside front wall features a map of Auckland. A tāhuhu (ridge pole) represents the ancestors' backbones, and four logs have been lashed together using traditional waka (canoe) joints. On the back wall alone, there are nearly 28,000 strips of harakeke (flax), while the front wall features weaving that is layered to symbolise waves and the sea.

Unitec's Tumu and Executive Director of Student Success, Glenn McKay, said, "Ngākau Māhaki occupies a very special and meaningful place in the heart of our Unitec community. As well as hosting our staff, students and visitors for pōwhiri, marae and cultural awareness workshops, conferences and hui, it also serves as a place of teaching and learning that reinforces the importance of te ao Māori (Māori world views), in our current context."

“

Ngākau Māhaki occupies a very special and meaningful place in the heart of our Unitec community.”

— GLENN MCKAY



Statement of Service Performance

Ngā Tohu

Paearu Mahi

Statement of The Cost of Outputs

The Institute's activities contribute to three broad classes of outputs. These outputs are learning and teaching, research and scholarship, and engagement with communities. The following table outlines the cost of providing these outputs.

Outputs	2019 Actual \$000s	2019 Budget \$000s	2018 Actual \$000s
Learning and teaching	106,749	118,065	130,435
Research and scholarship	6,808	8,359	7,501
Engagement with communities	8,197	9,547	13,677
Total Cost of Outputs	121,754	135,971	151,612

Commentary

We continue to grow our partnerships in the community, with a renewed and strengthened focus on the communities of West, North and Central Auckland. These relationships have seen us welcome our partners onto our campuses for activities such as teacher professional development, Careers Advisor Update Day, Kei ā Tātou te Ihi (KATTI) and Pacific Island Leaders of Tomorrow (PILOT) events. In addition, our inaugural Year 9 and 10 ‘Go Live Week’ saw us welcome over 600 young people into our Institute, exposing them to a wide range of vocational education opportunities. Further to this, 2019 marked Unitec’s return to ASB Polyfest, our first presence at Waitangi at Waititi and a strong presence across the suite of Kāhui Ako events held in the wider West Auckland community.

Strategic Priority 1: A more highly skilled, innovative, and enterprising New Zealand workforce

Goal: Delivering skills for industry and assisting Unitec’s students to find a permanent job, or internship with studying

Performance Measures	2016	2017	2018	2019	Target
Graduates Employed, Studying, or Combining (GESC)	85%	86%	85%	82%	85%
Qualifications Conferred	3,856	3,914	4,684	3,813	NT

Employment success is about finding a job after graduation. It includes whether that job is linked to the qualification studied. Whilst there has been an overall decline in the measure, a deeper view of the data shows:

- The percentage of graduates in employment has increased 2%, with the remaining variance from students studying or combined study and employment
- Relevance of qualification dropped 1% on 2018 but is still higher than the previous three years
- The decline is mainly due to a corresponding decrease in the number of graduates in higher study. Success in obtaining employment on completing a qualification can result in students not immediately carrying on to higher study

The decrease in qualifications conferred is driven by the sale of The Mind Lab and the drop of Unitec graduates in this programme.

Progression rates for Levels 1-4 were at 31.4% in 2019, successfully meeting the institutional target of 30.5%.

Strategic Priority 2: Highly employable and enterprising lifelong learners

Goal: Provide high quality learning, teaching and applied research to develop work-ready lifelong learners

Performance Measures	2016	2017	2018 ¹	2019 ²	Target
Student First Year Retention Rate (SAC)	65%	66%	67%	67%	66%
Māori	56%	59%	62%	62%	59%
Pacific	62%	58%	54%	60%	59%
Under 25	66%	65%	68%	67%	65%

Commentary

First year retention has remained fairly stable in 2019, with all areas above target. It is pleasing to see the increase in Pacific retention and reflects the increased student satisfaction noted in the Student Net Promoter Score (NPS) results, which rated student culture and campus facilities positively.

Performance Measures	2016	2017	2018	2019 ³	Target
Course Completion Rates (SAC All)	82%	82%	81%	78%	79%
Māori	76%	75%	74%	71%	71%
Pacific	72%	70%	71%	69%	68%
Under 25	79%	78%	77%	75%	77%

Commentary

Prior year data does increase over time, with 2018 completion rates increasing 4% from what was reported in the 2018 Annual Report. While there has been a slight drop in 2019, we expect to see this measure lift as further data is available.

1. These figures have changed as reported in the 2018 Annual Report. The figures reported in the 2018 Annual Report were a snapshot during the time of the Annual Report
2. 2019 First Year Retention Rates are not final
3. 2019 Course Completion Rates are not final

Strategic Priority 2 (Cont.)

Performance Measures	2016	2017	2018	2019 ⁴	Target
Student Net Promoter Score	10	3	-3	12	NT

Commentary

The need to address the declining performance of our priority groups and the Student Net Promoter Score (NPS) was one of the major drivers for our Renewal Strategy. The Institute asked our students to rate how likely they are to recommend studying at Unitec to a friend, colleague or family member on a scale where 0=not at all likely and 10=extremely likely. The Student NPS is the proportion of students who rate 9-10 minus the proportion who rate 0-6. This means that a positive score indicates more positive brand advocates than we have negative ones. It is pleasing to see the turnaround in the Student Net Promoter Score to the highest level since 2015. Our students are feeling more supported, with the main theme for the upward shift being the positive rating of Unitec’s teachers and courses. Our priority groups all returned better rankings than in the prior year.

Performance Measures	2016	2017	2018	2019 ⁵	Target
External Research Income (ERI) (000s)	\$928	\$1,014	\$581	\$2,486	\$1,065
Quality assured research outputs ⁶	543	657	404	355	368
Industry funded research and enterprise projects ⁶	23	23	74	61	33

Commentary

In 2019, Unitec successfully completed and delivered the outcomes of a number of substantial funded external projects and hence the External Research Income target was exceeded. The establishment of the new Kaupapa Māori Research Centre, Ngā Wai a Te Tūi, at Unitec in 2019 contributed significantly to this growth. This demonstrates that the continued support of Unitec research by external partners is very positive.

In December 2019, our new Environmental Solutions Research Centre (ESRC) was officially launched, tackling topical issues of international interest, such as asbestos bioremediation, Indoor air quality, coastal erosion and minimisation of construction waste. The ESRC is the first of its kind in New Zealand, and prides itself on applied research, aiming to address multi-generational issues through transdisciplinary, industry-partnered research, with the potential to help people and transform environments around the world.

The 2019 Research Outputs is slightly below the target value. As explained in the footnote, the Research Output data is a snapshot at a particular point in time. These numbers are down because staff have not reported fully their research activity into the Research Output Management System; the figures will increase later in the year. The 2019 data will be updated in the 2020 Annual Report. The 2018 Research Outputs were updated and are 67 more than the number that was reported (337) in the 2018 Unitec Annual Report. The other two factors that also affected the decline in the quality assured research outputs data are: Unitec lost 34 (27%) of PBRF ‘rated’ staff after the 2018 PBRF round; and productivity always declines following a PBRF submission, rising again with the build-up to the next submission.

The 2019 Industry Funded Research Projects target was exceeded by a substantial figure. This clearly indicates the success of the establishment of Ngā Wai a Te Tūi, and that Unitec is continuing to build research relationships with industry and develop partnerships with external organisations. This has many positive benefits for the Institute as witnessed by the growing relationship with the New Zealand Cybersecurity industry and the development of our related educational products originating in ongoing and deeply partnered Cybersecurity research.

4. 2019 sample size: 986 returning students and 602 new students; prior year 789 returning (new students not surveyed)
5. Research output data is a snapshot at a point in time. Final 2019 data will be updated in the 2020 Annual Report
6. These figures have changed as reported in the 2018 Annual Report. The figures reported in the 2018 Annual Report were a snapshot during the time of the Annual Report

Strategic Priority 3: Engaged and inspired staff equipped with capabilities for our future

Goal: All staff are proud to work at Unitec and are highly capable

Performance Measures	2016	2017	2018	2019	Target
Staff Engagement	-	60%	65%	79%	50%

Commentary

Staff engagement has significantly increased through improved communication, transparency and inclusiveness. With a 14 percentage point increase since last year, this is the highest level shown since reporting began. This increase has occurred across all engagement statements with particular improvements shown in staff being proud to tell people that they are a part of Unitec and staff looking forward to coming to work.

Staff perceptions towards their line managers and teamwork receive the highest level of endorsement. Positive endorsement towards executive leadership, communications, strategic direction and performance management continues to improve while career development performance has increased significantly this year after three years of decline.

Unitec was a finalist in the Human Resources New Zealand (HRNZ) Awards for Organisational Change and won other awards for Communication and Recruitment/Selection.

Strategic Priority 4: A financially sustainable Unitec

Goal: An operating surplus by 2022 to invest in the future of Unitec

Performance Measures	2016	2017	2018	2019	Target
Domestic EFTS	6,986	6,407	6,246	5,041	5,599
Māori Participation	12.0%	12.4%	13.0%	10.1%	12.9%
Pacific Participation	18.3%	18.0%	18.0%	15.5%	18.0%
Under 25 Participation	53.3%	50.2%	49.0%	46.5%	51%
International EFTS	2,114	2,035	1,652	1,116	1,164
Total EFTS	9,100	8,442	7,897	6,157	6,763
EBITDAR to Total Revenue	10.4%	1.1%	2.5%	3.1%	0.0%

Commentary

The continued decrease in both Domestic and International EFTS mirrored declining EFTS across the ITP sector and resulted in a reduction in revenue in 2019. EFTS in 2019 were also impacted by the sale of The Mind Lab in 2019 which had a significant impact on the EFTS reported in this year. International EFTS were significantly impacted by unfavourable immigration policies and Unitec’s EER Category 3 rating.

The successful implementation of the 2018 Renewal Plan (which formed the basis of the 2019 Renewal Strategy, Manaakitia te Rito) enabled the organisation to significantly reduce non-essential cost in 2019 and achieve an operating surplus and a positive shift in 2019 EBITDAR, up on the prior two years, and ahead of target. Part of this strategy included right-sizing the academic portfolio and rationalising non-performing courses; with the reduced portfolio and lower class sizes impacting participation rates across the board. The completion of the transformation programme in 2018 had a significant and favourable impact on our cost structure in 2019.

The achievement of other 2019 Renewal Strategy initiatives and targets, such as improving the Student Net Promoter Score and lifting staff engagement, are also key parts of enabling Unitec to build a financially sustainable organisation.

Governance
Report
Te Pūrongo Mana
Whakahāere

Legal Status

Unitec Institute of Technology is a Polytechnic established under the Education Act 1989 (the Act). Until July 2018 the Institute was governed by a Council.

In accordance with section 195D(1) of the Act, the Minister of Education dissolved the Council and appointed Murray Strong as Commissioner, effective from 23 July 2018.

The powers and functions of the Commissioner are set out in section 195E of the Act, as follows:

- 1) A commissioner appointed under section 195D has all the powers, functions, and duties of the Council that he or she is appointed to replace, and must exercise those powers and perform those functions and duties in accordance with this Act (having particular regard to sections 160 and 161) and, in the case of an institution that has a plan, that plan.
- 2) A commissioner replaces all Council members who serve on any committee of the Council that he or she is appointed to replace.
- 3) Anything that, if done by or on behalf of a Council, is required to be signed by two or more members of the Council, may be done by the Commissioner's signature alone.

In addition to the exercising of these powers and functions, the Tertiary Education Commission (TEC) expects the Commissioner to have particular regard to the financial viability issues facing Unitec which gave rise to his appointment.

Unitec Advisory Committee

Section 195F of the Education Act 1989 requires the Commissioner to appoint an Advisory Committee of up to five members for the purposes of advising and supporting the Commissioner in the exercise of his functions, duties and powers. As at 31 December 2019 three external members had been appointed together with the Unitec Student President.

Committee members

John Brockies
Peter Winder
Tui Ah Loo

The Chief Executive has an advisory group named Te Rūnanga o Te Whare Wānanga o Wairaka supporting Māori. The group also monitors performance around Unitec's obligation to the Treaty of Waitangi, Te Noho Kotahitanga partnership agreement and the Māori Success Strategy.

In accordance with section 193 of the Education (Polytechnics) Amendment Act 1990, the Commissioner retained the Fono Faufautua Pacific Committee to support him with his duties and obligations to Pacific students. The Fono also monitors progress against the Pacific Strategy.

Financial Statements

Pūrongo Pūtea

Pūrongo ā-tau 2019

Independent Auditor's Report

To the readers of Unitec Institute of Technology Group's financial statements and statement of service performance for the year ended 31 December 2019



Opinion

We have audited:

- the financial statements of the group on pages 47 to 78, that comprise the statement of financial position as at 31 December 2019, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the group on pages 34 to 39.

In our opinion:

- the financial statements of the group on pages 47 to 78, which have been prepared on a disestablishment basis:
 - present fairly, in all material respects:
 - the financial position as at 31 December 2019; and
 - the financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance on pages 34 to 39:
 - presents fairly, in all material respects, the group's service performance achievements as compared with the forecast outcomes included in the investment plan for the year ended 31 December 2019; and
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 30 April 2020. This is the date at which our opinion is expressed.

The basis for our opinion is explained below, and we draw your attention to the financial statements being appropriately prepared on a disestablishment basis and the possible effects of COVID-19. In addition, we outline the responsibilities of the Commissioner and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information, and we explain our independence.

The financial statements have been appropriately prepared on a disestablishment basis

Without modifying our opinion, we draw your attention to the note on page 73, about the financial statements being prepared on a disestablishment basis. We consider the disestablishment basis to be appropriate because Unitec Institute of Technology will cease as an entity and transfer its assets and liabilities to Unitec New Zealand Limited on 1 April 2020 as a result of the reform of the polytechnics and technology institutes sector.

COVID-19

Without modifying our opinion, we draw your attention to the disclosures in note 25 on page 77 which outline the possible effects to the group as a result of the COVID-19 pandemic. It is difficult to determine the full effect of it on the group at this time.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Commissioner for the financial statements and the statement of service performance

The Commissioner is responsible on behalf of the group for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Commissioner is also responsible on behalf of the group for preparing a statement of service performance that is fairly presented and that complies with generally accepted accounting practice in New Zealand.

The Commissioner is responsible for such internal control as he determines is necessary to enable him to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Commissioner is responsible on behalf of the group for assessing the group's ability to continue as a going concern. If the Commissioner concludes that the going concern basis of accounting is inappropriate, the Commissioner is responsible for preparing financial statements on a non-going concern basis and making appropriate disclosures.

The Commissioner's responsibilities arise from the Crown Entities Act 2004 and the Education Act 1989.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and statement of service performance.

For the budget information reported in the financial statements and the statement of service performance, our procedures were limited to checking that the information agreed to the:

- Council approved budget for the financial statements; and
- Investment Plan for the statement of service performance.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner.

- We conclude on the appropriateness of the non-going concern basis of accounting by the Commissioner.
- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the financial statements and the statement of service performance of the entities or business activities within the group to express an opinion on the consolidated financial statements and the consolidated statement of service performance. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Commissioner regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Commissioner is responsible for the other information. The other information comprises the information included on pages 7 to 32, 41, 46, 81 and 82, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit, we have provided a report on the group's performance-based research fund-eligible external research income. This is compatible with those independence requirements. Other than the audit and this assignment, we have no relationship with or interests in Unitec Institute of Technology or any of its subsidiaries.



Karen MacKenzie
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand

Statement of Responsibility

For the year ended 31 December 2019

The Commissioner and management are responsible for the preparation of the Unitec Institute of Technology Group's Financial Statements and Statement of Service Performance and for the judgements made in them.

The Commissioner and management of the Unitec Institute of Technology have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

The Commissioner and management have the responsibility for establishing and maintaining a system of internal control for non-financial information.

In the Commissioner and management's opinion, these Financial Statements and Statement of Service Performance fairly reflect the financial position and operations of the Unitec Institute of Technology Group for the year ended 31 December 2019.



Murray W. Strong
Commissioner



Merran Davis
Interim Chief Executive

30 April 2020

Statement of Comprehensive Income

For the year ended 31 December 2019

	Note	Actual 2019 \$'000	Budget 2019 \$'000	Actual 2018 \$'000
Operating Revenue				
Government grants	2(a)	49,803	52,437	54,294
Student tuition fees	2(b)	44,994	47,195	55,324
Student services fees	2(d)	1,584	1,876	1,804
Other revenue	2(c)	12,584	11,201	9,921
Total Operating Revenue (excluding finance revenue)		108,965	112,709	121,343
Operating Expenditure				
Personnel costs	3(a)	75,494	81,322	93,545
Depreciation and amortisation	9&10	16,213	18,435	17,728
Administration costs and other expenses	4(b)	28,932	35,522	38,437
Total Operating Expenditure (excluding finance costs)		120,639	135,279	149,710
Surplus/(Deficit) before net finance costs		(11,674)	(22,570)	(28,367)
Finance revenue		1,001	120	226
Finance costs	4(a)	(1,115)	(691)	(1,902)
Net Finance revenue/(costs)		(114)	(571)	(1,676)
Surplus/(Deficit) before share of jointly controlled entities Surplus/(Deficit)		(11,789)	(23,141)	(30,043)
Share of Surplus/(Deficit) of jointly controlled entities	16	309	-	984
Net Surplus/(Deficit)		(11,480)	(23,141)	(29,059)
Other comprehensive revenue and expense				
Revaluation movements in property, plant and equipment		-	-	20,708
Total other comprehensive revenue/(expense)		-	-	20,708
Total comprehensive revenue/(expense)		(11,480)	(23,141)	(8,351)
Reconciliation of Surplus/(Deficit) before net finance revenue/costs to Operating Surplus				
Surplus/(Deficit) before net finance revenue/costs		(11,674)	(22,570)	(28,367)
Deduct:				
Net (gain)/loss on disposal of non-current assets		(2,917)		(74)
Add back:				
Transformation costs				8,615
Restructuring	3(a)	1,188	2,000	3,351
Depreciation and amortisation		16,213	18,435	17,728
Impairment		409	-	1,984
Share of surplus/(deficit) of jointly controlled entities	16	309	-	984
Fair value gains/(losses)	4(b)	-	-	(664)
Operating Surplus		3,528	(2,135)	3,557

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in note 24.

Statement of Financial Position

As at 31 December 2019

	Note	Actual 2019 \$'000	Budget 2019 \$'000	Actual 2018 \$'000
Assets				
Current Assets				
Cash and cash equivalents		32,985	19,590	14,225
Trade and other receivables	5	8,420	2,747	9,329
Assets classified as held for sale	5	1,130	-	-
Inventories		328	300	306
Prepayments		1,776	2,035	2,349
Total current assets		44,639	24,672	26,209
Non-current assets				
Investment in joint ventures	16	-	1,513	1,513
Term Receivables	6	4,000	4,000	4,000
Property, plant and equipment	9	235,917	237,340	244,897
Intangible Assets	10	6,523	8,920	12,608
Assets under construction	9	1,301	3,891	1,224
Total non-current assets		247,741	255,664	264,242
Total assets		292,380	280,336	290,451
Liabilities				
Current Liabilities				
Trade and other payables	7	9,864	6,284	9,191
Revenue received in advance	8	10,418	8,824	8,815
Borrowings	11	21,276	1,520	1,380
Employee entitlements	3(b)	5,213	7,301	7,982
Provisions	12	261	100	260
Total current liabilities		47,032	24,029	27,628
Non-current liabilities				
Borrowings	11	14,888	35,528	24,564
Employee entitlements	3(b)	656	561	515
Provisions	12	480	410	360
Total non-current liabilities		16,024	36,499	25,439
Total liabilities		63,056	60,528	53,067
Net assets		229,324	219,808	237,384
Equity				
General Funds		133,584	124,069	141,645
Property revaluation reserves		95,739	95,739	95,739
Total equity		229,324	219,808	237,384

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in note 24.

Statement of Changes in Equity

For the year ended 31 December 2019

	General Funds \$'000	Property Revaluation Reserves \$'000	Total \$'000
Prior year			
Balance at 1 January	52,184	190,303	242,487
Surplus/(Deficit) for the year	(29,059)		(29,059)
Movement attributable to revaluation		20,708	20,708
Total comprehensive revenue and expenses for the year	(29,059)	20,708	(8,351)
Transfers on disposal of property	115,272	(115,272)	-
Capital contributions from the Crown	3,248		3,248
Balance at 31 December	141,645	95,739	237,384
Current year			
Balance at 1 January	141,645	95,739	237,384
Surplus/(Deficit) for the year	(11,480)		(11,480)
Movement attributable to current year revaluation		-	-
Total comprehensive revenue and expenses for the year	(11,480)	-	(11,480)
Transfers on disposal of property			-
Capital contributions from the Crown	3,419		3,419
Balance at 31 December	133,584	95,739	229,324

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in note 24.

Statement of Cash Flows

For the year ended 31 December 2019

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less, and bank overdrafts.

	Actual 2019 \$'000	Budget 2019 \$'000	Actual 2018 \$'000
Cash flows from operating activities			
Cash was provided from:			
Government grants	52,723	61,103	45,754
Tuition fees	44,730	45,166	54,115
Interest received	959	120	209
Other operating receipts	11,410	7,747	10,212
	109,822	114,136	110,290
Cash was applied to:			
Payment to employees	78,146	79,220	94,217
Goods and services tax (net)	661	(1,528)	(745)
Interest paid	26	671	2,355
Payment to suppliers	27,100	37,430	33,875
	105,935	115,793	129,702
Net cash flows from operating activities	3,887	(1,657)	(19,412)
Cash flows from investing activities			
Cash was provided from:			
Sale of property, plant and equipment	77	6,000	124,000
Distributions from/sale of shares in joint ventures	4,675	600	1,000
	4,752	6,600	125,000
Cash was applied to:			
Purchase of property, plant and equipment	1,958	6,769	6,639
Purchase of intangible assets	471	807	3,576
	2,429	7,576	10,215
Net cash flow from investing activities	2,323	(976)	114,785
Cash flows from financing activities			
Cash was provided from:			
Capital injection	-	-	-
Loan raised	13,000	8,000	27,000
	13,000	8,000	27,000
Cash was applied to:			
Repayment of finance lease liabilities	450	-	2,098
Repayment of loans	-	-	108,500
	450	-	110,598
Net cash flow from financing activities	12,550	8,000	(83,596)
Total net cash flows	18,760	5,367	11,777
Cash and cash equivalents at 1 January	14,225	14,223	2,448
Cash and cash equivalents at 31 December	32,985	19,590	14,225
Cash and bank	2,861	19,590	3,065
Short-term investments	30,124		11,160
Closing cash and cash equivalents at 31 December	32,985	19,590	14,225

The accompanying notes form part of these financial statements.

Statement of Cash Flows (Cont.)

For the year ended 31 December 2019

Reconciliation of net surplus/(deficit) to the net cash flows from operating activities

	Actual 2019 \$'000	Budget 2019 \$'000	Actual 2018 \$'000
Deficit before share of surplus of jointly controlled entities	(11,789)	(23,141)	(30,043)
Add/Less non-cash items:			
Depreciation/Amortisation	16,213	18,435	17,728
Bad Debts	194		107
Impairment	409		1,984
Prepaid rental	314		209
Net (gain)/loss on disposal of non-current assets	(2,917)		(74)
Derivatives	-		(664)
Other Non-Cash Items	816	761	
Increase/(Decrease) in non-current property provision	120		360
Increase/(Decrease) in non-current employee entitlements	141		79
Total non-cash items	15,290	19,196	19,729
Add/Less movements in working capital items:			
(Increase)/Decrease in inventories	(22)	6	254
(Increase)/Decrease in trade and other receivables	909	6,582	(5,539)
(Increase)/Decrease in prepayments	573	314	(1,646)
Increase/(Decrease) in trade and other payables	673	(3,922)	(12,192)
Increase/(Decrease) in revenue received in advance	1,603	9	(1,202)
Increase/(Decrease) in provisions	1	(160)	160
Increase/(Decrease) in current employee entitlements	(2,769)	(681)	(462)
Net movement in working capital items	968	2,148	(20,628)
Items classified as investing activities	(582)	140	11,530
Net cash flows from operating activities	3,887	(1,657)	(19,412)

The accompanying notes form part of these financial statements. Explanations of major variances against budget are provided in note 24.

Notes to the financial statements

For the year ended 31 December 2019

1 Group Information

The Group is comprised of Unitec Institute of Technology (the Parent), and controlled entities Unitec Trust and Unitec Apprenticeship Training Trust (together the Group). Following the sale of land to the Crown in April 2018, the operations of the formerly wholly owned subsidiary Wairaka Land Company (WLC) were transferred to the Parent. WLC ceased trading in June 2018. The Parent also has various investments in joint ventures and associates which are detailed in note 16 of these financial statements.

Group Financial Statements only are presented as there is no material difference between the Group and Parent Financial Statements. The impact of the controlled entities on the Group Financial Statements is presented in note 17.

Unitec is a Tertiary Education Institution domiciled in New Zealand and is governed by the Crown Entities Act 2004 and the Education Act 1989. The primary objective of the Parent and Group is to provide tertiary education services for the benefit of the community rather than making a financial return. The Parent and Group are public benefit entities for the purpose of financial reporting.

The financial statements of the Group are for the year ended 31 December 2019, and were authorised for issue by the Commissioner on 30 April 2020.

2 Revenue

Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits or service potential will flow to the Group and the revenue can be reliably measured, regardless of when the payment is made.

Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes and duties. Revenue is defined as either exchange or non-exchange. Revenue is classified as exchange when the value of goods or services provided is approximately equal to the value of the consideration received or to be received. Revenue is defined as non-exchange when the value of goods or services provided is not equal to the value of consideration received or to be received.

Non-exchange revenue is recognised when the terms and conditions associated to the revenue have been satisfied. Exchange revenue recognised reflects the percentage or stage of completion of supply of goods or services.

Government grants, fees-free revenue, donations, and domestic student fees are considered non-exchange transactions. International student fees and other revenue streams are considered exchange transactions.

	Actual 2019 \$'000	Actual 2018 \$'000
(a) Government grants		
Student Achievement Component funding	44,336	48,630
Performance-Based Research Fund (PBRF)	3,576	3,351
Youth Guarantee Fund	253	309
Māori & Pasifika Grant	280	381
Refugee Study Grant	293	516
Other grants	1,065	1,107
	49,803	54,294
(b) Student tuition fees		
Domestic student tuition fees ¹	23,523	24,830
International student tuition fees	21,471	30,494
	44,994	55,324
(c) Other exchange revenue		
Contract education	448	451
Copy centre	210	275
Consultancy and student projects	1,545	1,824
Research	2,411	592
Gain on sale of investments, property, plant and equipment	3,092	473
Revenue from other operating activities	4,878	6,306
	12,584	9,921
(d) Other non-exchange revenue		
Student services fee income	1,584	1,804
	1,584	1,804

¹ The Group has presented funding received for fees-free as part of Domestic student tuition fees. This is on the basis that receipts from TEC are for payment on behalf of the student as specified in the relevant funding mechanism. In 2019, a total of \$4.8 million has been received for fees-free study (2018: \$4.5m).

3 Employee Costs

Wages and salaries (including non-monetary benefits), annual leave and accumulating sick leave are recognised in surplus or deficit during the period in which the employee rendered the related services, and are generally expected to be settled within 12 months of the reporting date. The liabilities for these short-term benefits are measured based on accrued entitlements at current rates of pay.

A liability for sick leave is recognised to the extent that absences in future periods are expected to be greater than the sick leave entitlements earned in the coming year.

A liability and an expense is recognised for bonuses and redundancy costs where contractually the Group is obliged or where due to past practise or circumstances an expectation has been created that the Group will settle an obligation.

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated as the present value of the future expected cash flows.

	Actual 2019 \$'000	Actual 2018 \$'000
(a) Personnel costs		
Salaries and wages	75,418	89,425
Employee benefits expenses	372	443
Employee entitlements expenses	(1,484)	326
Redundancies	1,188	3,351
	75,494	93,545
(b) Employee entitlements		
Current portion	5,212	7,982
Non-current portion	656	515
	5,868	8,497
Comprising of:		
Salaries and wages		
Annual leave	4,426	6,407
Retirement leave	263	273
Long service leave	325	325
Sick leave	295	213
Redundancy provisions	559	1,279
	5,868	8,497
Redundancy provisions:		
Opening balance	1,279	1,196
Provision for the year	559	1,175
Released	(280)	(173)
Utilised	(999)	(919)
Closing balance	559	1,279

4 Other Expenditure

	Actual 2019 \$'000	Actual 2018 \$'000
(a) Finance cost		
Interest on borrowings	1,089	1,806
Finance lease interest	26	96
	1,115	1,902
(b) Administration costs and other expenses		
Audit fees - paid to principal auditor for parent and subsidiaries - current year audit	194	188
Audit fees - paid to principal auditor for external research income audit	8	7
Bad debts expense/(recovered)	(57)	107
Change in provision for doubtful debts	(113)	330
Advisory Committee Fees	60	95
Class Materials	2,355	2,828
Research	820	702
Operating lease charges	695	648
Loss on disposal of fixed assets	4	399
Fair value (gains)/losses on derivatives	-	(662)
Other administrative expenses	24,966	33,795
	28,932	38,437

5 Trade and Other Receivables

All receivables are short term and are recorded at their face value less any provisions for impairment. Impairment is recognised where there is objective evidence that the debtor(s) are unable to make required payments.

	Actual 2019 \$'000	Actual 2018 \$'000
Trade and other receivables		
Student fee receivables (non-exchange)	751	1,234
Trade receivables (exchange)	1,909	2,239
Accrued interest (exchange)	57	18
Less provision for impairment	(632)	(744)
Other receivables (see note 6)	6,335	6,000
Government Grants	-	582
Total Trade and other receivables	8,420	9,329

The carrying value of trade and other receivables is considered materially consistent with fair value.

(a) Student fee receivables (non-exchange)	Actual 2019 \$'000			Actual 2018 \$'000		
	Gross	Impairment	Net	Gross	Impairment	Net
1-30 days	229	-	229	342	(200)	142
31-60 days	70	(35)	35	216	(117)	99
61-90 days	89	(85)	4	76	(41)	35
>90 days	363	(363)	(1)	600	(386)	214
Total student fee receivables	751	483	267	1,234	(744)	490

(b) Trade receivables (exchange)	Actual 2019 \$'000			Actual 2018 \$'000		
	Gross	Impairment	Net	Gross	Impairment	Net
1-30 days	1,249	-	1,249	1,454		1,454
31-60 days	36	-	36	301		301
61-90 days	1	-	1	38		38
>90 days	623	(149)	474	446		446
Total trade receivables	1,909	(149)	1,760	2,239	-	2,239

All receivables greater than 30 days in age are considered to be past due. The impairment assessment is performed on a collective basis, based on an analysis of past collection history and debt write-offs.

(c) Movements in the provision for Impairment are as follows:

	Actual 2019 \$'000	Actual 2018 \$'000
Student fee receivables		
At 1 January	744	414
Additional provisions made during the year	343	330
Release of provision during the year	(604)	
At 31 December	483	744
Trade receivables		
At 1 January	-	29
Additional provisions made during the year	149	
Release of provision during the year		(29)
At 31 December	149	-

Assets classified as held for sale

During 2019, Unitec entered into discussions with Auckland Council (Council) in relation to the potential sale of one of Unitec’s properties, 10 Trading Place, Henderson, Auckland. The NBV of this asset is \$1.13m.

On 22 January 2020, the parties entered into a sale and purchase agreement (SPA). The SPA is conditional upon:

- Internal Council approval being obtained (this was satisfied in February 2020)
- Council completing internal due diligence (confirmation that they are satisfied was received on 6 March 2020)
- Unitec obtaining approval from the Unitec Commissioner for the sale (obtained prior to SPA being signed)
- Unitec obtaining consent from the Secretary of Education (in accordance with the Education Act 1989) (in progress)

Settlement is due to take place 20 working days after the date on which all conditions in the SPA have been satisfied or waived. This is estimated to be June / July 2020.

6 Term Receivables

The value of \$4 million is the remaining balance outstanding from the Crown in respect of the land and buildings sale completed 20 April 2018, which is due on the final exit of the north campus.

7 Trade and Other Payables

Short term trade payables and creditors are recorded at their face value as they are non-interest bearing and generally settled within 30 days.

	Actual 2019 \$'000	Actual 2018 \$'000
Payables under exchange transactions		
Trade payables	596	428
Other payables - accruals	5,624	4,888
	6,220	5,316
Payables under non-exchange transactions		
Taxes payable	3,644	3,875
	3,644	3,875
Total trade and other payables	9,864	9,191

The carrying value of trade and other payables is considered materially consistent with the fair value.

8 Revenue in Advance

Revenue received in advance is recognised when payment is received before goods or services are provided in the case of exchange revenue or before obligations are satisfied in the case of non-exchange revenue.

	Actual 2019 \$'000	Actual 2018 \$'000
Exchange transactions		
International student fees received in advance	7,298	8,020
	7,298	8,020
Non exchange transactions		
Domestic student fees received in advance	3,120	795
Total revenue received in advance	10,418	8,815

The carrying value of revenue in advance is considered materially consistent with the fair value.

9 Property, Plant and Equipment

Property, plant and equipment is measured initially at cost. This includes expenditure that is directly attributable to the acquisition of the items. The cost of an item of property plant and equipment is recognised only when it is probable that future economic benefit or service potential associated with the item will flow to the Group, and if the item's cost or fair value can be measured reliably.

Subsequent costs that meet the above criteria are added to the value of the item of property, plant and equipment.

Subsequent to initial recognition land is measured at fair value and buildings are measured at fair value less accumulated depreciation. All other assets are measured at cost, less accumulated depreciation and impairment losses. To determine the fair value of an asset appropriately experienced valuers are engaged to perform valuations on a class-by-class basis when there have been significant changes in asset values. As a minimum valuations are required at least every three years. If an item of property, plant and equipment is revalued, the entire class to which the asset belongs is revalued. Gains and losses are recognised in other comprehensive income, except in the event the loss exceeds the existing reserves, in such cases the loss is recognised in the surplus or deficit.

	Land	Buildings	Plant & Equipment	Furniture & Fittings	Motor Vehicles	Computer Equipment	Office Equipment	Library Collection	Total
Cost or valuation									
Balance at 1 January - prior year	60,437	141,231	21,565	8,760	2,276	18,355	1,018	8,614	262,258
Additions	-	4,069	2,059	4,599	1	1,525	11	226	12,490
Revaluation increase/(decrease)	(3,039)	17,464							14,425
Adjustments/Movement	291	860							1,151
Disposals			(3,289)	(28)	(509)	(1,182)	(16)		(5,024)
Balance at 31 December - prior year	57,690	163,624	20,335	13,331	1,768	18,698	1,013	8,840	285,299
Balance at 1 January - current year	57,690	163,624	20,335	13,331	1,768	18,698	1,013	8,840	285,299
Additions	-	250	154	411		1,047	2	94	1,958
Revaluation increase/(decrease)	-								-
Adjustments/Movement	-	(1,130)							(1,130)
Disposals	-		(122)	(110)	(162)	(1,840)	(3)		(2,237)
Balance at 31 December - current year	57,690	162,744	20,367	13,633	1,605	17,904	1,012	8,933	283,890
Accumulated depreciation and impairment losses									
Balance at 1 January - prior year		-	12,473	3,972	1,765	12,759	856	6,825	38,650
Depreciation Expense		4,806	1,794	950	160	2,821	55	380	10,966
Eliminate on disposal			(3,109)	(17)	(274)	(997)	(11)		(4,408)
Eliminate on revaluation		(6,283)							(6,283)
Adjustments/Movement		1,477							1,477
Balance at 31 December - prior year	-	-	11,158	4,905	1,651	14,583	900	7,205	40,402
Balance at 1 January - current year	-	-	11,158	4,905	1,651	14,583	900	7,205	40,402
Depreciation Expense		4,407	1,483	1,083	54	2,260	39	331	9,656
Eliminate on disposal			(118)		(160)	(1,840)	(3)		(2,121)
Eliminate on revaluation									-
Adjustments/Movement		36							36
Balance at 31 December - current year	-	4,443	12,523	5,987	1,545	15,003	936	7,536	47,973
Carrying amounts									
At 1 January - prior year	60,437	141,231	9,092	4,788	511	5,596	162	1,789	223,606
At 31 December - prior year and 1 January - current year	57,690	163,624	9,177	8,426	117	4,115	113	1,635	244,897
At 31 December - current year	57,690	158,301	7,845	7,645	60	2,901	76	1,397	235,917

Valuation

Land and buildings are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and occurs at least every three years. The most recent valuation was performed by Jones Lang LaSalle (independent valuers) for which the effective date was 31 December 2018. The next revaluation is due 31 December 2021.

Land

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Adjustments have been made to the valuation to take into account required changes in the lands, zoning, or resource consents that are required for the valuation on the highest and best use basis.

Buildings

Buildings that are not specialised in nature are valued at fair value by direct reference to recent market transactions on arm’s length terms for land and buildings comparable in size and location to those held by the consolidated entity, and to market based yields for comparable properties.

Where buildings are specialised in nature, fair value is determined on a depreciated replacement cost (DRC) basis. To determine DRC the following are considered:

- 1) The replacement asset is based on the reproduction cost of the specific assets with adjustments where appropriate for optimisation due to over-design or surplus capacity.
- 2) The replacement cost is derived from recent construction contracts of similar assets and Property Institute of New Zealand cost information.
- 3) The remaining useful life of assets is estimated.
- 4) Straight-line depreciation has been applied in determining the depreciated replacement cost value of the asset.

Crown owned land and buildings

During 2017 the Crown transferred legal title of various land and buildings to the Institute. A term of this transfer is that Unitec is required to remit to the Crown 20% of any proceeds from disposal of the transferred land and/or buildings that occurs within five years of the transfer.

Restrictions on Title

Under the Education Act 1989, the Group is required to obtain consent from the Ministry of Education to dispose of or sell property where the value of the property exceeds an amount determined by the Minister. There are also various restrictions in the form of historic designations, reserve, and endowment encumbrances attached to land. The Group does not consider it practical to disclose in detail the value of land subject to these restrictions.

Assets under construction

As at 31 December 2019 the Group was engaged in various construction and development projects that were not yet completed. These assets are classified as assets under construction, once completed these assets will be transferred from assets under construction to the relevant property, plant and equipment or intangible asset category.

	Actual 2019 \$'000	Actual 2018 \$'000
Buildings	901	520
Software	92	112
Fixtures and fittings	257	30
Course development	51	562
Total assets under construction	1,301	1,224

Finance leases

The carrying value of property, plant and equipment held by the Group under finance leases and hire purchase contracts at 31 December 2019 is \$1,587,000 (2018: \$1,696,000). This relates to computer equipment \$1,472,000 (2018: \$1,649,000) and plant and equipment \$114,000 (2018: \$48,000). Net decreases during the year totalled \$110,000; \$176,000 decreases relating to computer equipment and \$66,000 increases relating to plant and equipment. The leased assets are pledged as security for the related finance lease and hire purchase liabilities.

Depreciation

Depreciation is charged on a straight-line basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost or fair value of the asset less any estimated residual value over its remaining useful life. Further to a detailed review of our building assets category during the year, we have amended the estimated useful lives of these assets, which resulted in a corresponding adjustment to our depreciation. This amendment is already in line with our current policy on the useful life of our assets, as detailed below, therefore there is no requirement to make any changes to our accounting policy or make any disclosures in relation to PBE IPSAS 3 Accounting Policies, changes in accounting estimates and errors.

Asset Category	Useful Life
Buildings	5 - 80 years
Plant and equipment	10 years
Furniture and fittings	10 years
Motor vehicles	5 years
Computer equipment	4 - 10 years
Office equipment	3 - 20 years
Library collections	5 - 10 years

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds within equity.

Impairment of property, plant and equipment

Property, plant and equipment assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset’s carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset’s fair value less costs to sell and value in use. If an asset’s carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

Value in use for non-cash-generating assets

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return. For non-cash generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

10 Intangible Assets

Course development

The significant costs that are directly associated with the development of new educational courses or redevelopment of existing courses are recognised as an intangible asset to the extent that such costs are expected to be recovered. The development costs primarily consist of employee costs.

Software

The Group holds several computer software packages for internal use, including purchased software and software developed in-house by the Group. Purchased software is recognised and measured at the cost. Developed software is recognised at the cost of development being primarily employee costs. There are no restrictions over any intangible assets and no intangible assets are pledged as security.

	Computer Software	Course Development	Total
Cost or valuation			
Balance at 1 January - prior year	23,800	2,459	26,259
Additions	4,387	4,892	9,279
Impairment	(695)	-	(695)
Balance at 31 December - prior year	27,492	7,351	34,843
Balance at 1 January - current year	27,492	7,351	34,843
Additions	142	328	470
Impairment	(35)	-	(35)
Balance at 31 December - current year	27,599	7,679	35,278
Accumulated amortisation and impairment losses			
Balance at 1 January - prior year	14,512	961	15,473
Amortisation Expense	5,174	1,588	6,762
Balance at 31 December - prior year	19,686	2,549	22,235
Balance at 1 January - current year	19,686	2,549	22,235
Amortisation Expense	4,908	1,648	6,556
Impairment	(35)	-	(35)
Balance at 31 December - current year	24,559	4,197	28,756
Carrying amounts			
At 1 January - prior year	9,288	1,498	10,786
At 31 December - prior year and 1 January - current year	7,806	4,802	12,608
At 31 December - current year	3,040	3,483	6,523

Amortisation of intangible assets is recognised within depreciation and amortisation expense in the statement of comprehensive income. All intangible assets are amortised on a straight line basis over the following periods which is assessed to be their useful lives:

Course development	5 years
Computer software	3 - 10 years

Impairment of intangible assets

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment. For further details refer to the policy for impairment of property, plant and equipment in Note 9. The same approach applies to the impairment of intangible assets.

11 Borrowings

On 21 December 2015, the Institute entered into two separate revolving advance facility agreements (and the accompanying negative pledge deeds): one with ASB Bank Limited and one with Westpac New Zealand Limited. These facilities were established in accordance with the conditions of the Consent to Borrow granted by the Secretary for Education, under section 192 (4) (d) and (7) of the Education Act 1989. On 24 April 2018 the Institute repaid all outstanding loans of \$103.5m (Westpac \$78.5m and ASB \$25m).

On 31 August 2018, the Institute entered into an unsecured Concessionary Loan Agreement with the Crown for up to \$50 million. This loan was established in accordance with the conditions of the Consent to Borrow granted by the Secretary for Education, under section 192 (4) (d) and (7) of the Education Act 1989.

As at 31 December 2019, the Institute had drawn down total consideration of \$40m (Tranche A \$10m, Tranche B \$17m, Tranche C \$8m, Tranche E \$5m). The maturity date of each tranche is 10 years from their start dates, the start dates being 14 September 2018, 16 November 2018, 24 May 2019, 22 November 2019.

Borrowings are initially recognised at their fair value less directly attributable transaction costs, and subsequently measured at amortised cost. The effective interest rates used to determine the fair value of the Crown loan are 3.28% (for the two year terms) and range between 3.97% - 2.77% (for the 10 year terms). These rates were derived using the two and ten year swap rates and applying a risk premium to estimate the market interest rates. The difference between the fair value and the loan proceeds received has been recognised as a capital contribution from the Crown. Refer to note 21 for further details.

Leases are classified into two categories, finance leases and operating leases. Arrangements are determined to be finance leases if the arrangement transfers substantially all of the risks and benefits incidental to ownership of the leased item to the Group. Conversely, if the arrangement does not transfer substantially all risks and rewards to the Group it is classified as an operating lease.

If an arrangement is classified as a finance lease the assets held under the arrangements are recognised in the statement of financial position and classified as property, plant and equipment. A liability is also recognised. The asset and liability are initially recognised at the lower of the present value of the future lease payments and the fair value of the leased assets. Subsequent to initial recognition the assets are depreciated over their useful lives. The lease repayments are apportioned between interest and principle repayments.

	Actual 2019 \$'000	Actual 2018 \$'000
Current Portion		
Borrowings/loans	20,478	-
Finance leases	798	1,380
Total current portion	21,276	1,380
Non-current portion		
Borrowings/loans	14,009	23,817
Finance leases	879	747
Total non-current portion	14,888	24,564
Total borrowings	36,164	25,944

Analysis of finance leases

	Actual 2019 \$'000	Actual 2018 \$'000
Total minimum lease payments payable		
Within one year	813	1,396
After one year but not more than five years	904	753
Future finance charges	(40)	(22)
Total present value of minimum lease payments	1,677	2,127

The finance leases can be renewed at the Group's option, with rents set by reference to current market rates for items of equivalent age and condition. The group does have the option to purchase the asset at the end of the lease term, but it is likely the option to purchase will not be exercised because the leased assets are usually technologically obsolete at lease expiry. The Group is not permitted to pledge the leased assets as security nor can it sublease the leased equipment without the permission of the lessor. There are no other restrictions on the Group by any of the finance leasing arrangements.

12 Provisions

Provisions relate to future unavoidable costs valued at year end prices.

	Actual 2019 \$'000	Actual 2018 \$'000
Current Provisions		
Other Provisions	41	40
Lease Make Good	220	220
Total current provisions	261	260
Non-Current Provisions		
Other Provisions	-	60
Lease Make Good	480	300
Total non-current provisions	480	360
Total provisions	741	620

The nature of the provisions are as follows:

- Other provisions relate to contractual commitments incurred by Unitec in the ordinary course of business which will be settled in the future.
- Lease Make Good provision is in respect of leased premises where the Group is required at the expiry of the lease term to make good any damage and remove any fixtures and fittings installed by the Group.

	Actual 2019 \$'000	Actual 2018 \$'000
(a) Movements in the provision are as follows:		
Other Provisions		
At 1 January	100	
Released during the year	(59)	100
At 31 December	41	100
Lease Make Good		
At 1 January	520	520
Additional provisions made during the year	180	
At 31 December	700	520

13 Operating Lease Commitments

Operating leases as lessee

	Actual 2019 \$'000	Actual 2018 \$'000
Non-cancellable operating lease commitments		
Land and buildings		
Within one year	212	210
Later than one year and not later than two years	197	222
Later than two years and not later than five years	433	530
Later than five years	45	97
	887	1,059

Operating leases as lessor

The Group has entered into commercial leases with tenants on land and buildings. These leases have a non-cancellable remaining term of two to 10 years.

	Actual 2019 \$'000	Actual 2018 \$'000
Non-cancellable operating leases		
Land and buildings		
Not later than one year	791	699
Later than one year and not later than two years	627	589
Later than two years and not later than five years	1,861	1,662
Later than five years	613	546
	3,892	3,496

No contingent rents have been recognised in the statement of comprehensive income during the year.

14 Commitments

Capital commitments

Capital commitments represent capital expenditure contracted for at balance date but not yet incurred.

	Actual 2019 \$'000	Actual 2018 \$'000
Buildings		
Computer equipment	604	426
Computer software	22	85
Fixtures and fittings	378	
Plant and equipment		
Course development		
Total capital commitments	1,004	511

15 Contingent Liabilities

From time to time the Group provides guarantees and is subject to certain personal grievance actions. As a result, costs could be incurred by the Group. At balance date there are no matters that would materially impact on the Group's financial position.

16 Joint Ventures and Associates

Investments in joint ventures and associates are accounted for using the equity method in the Group's Financial Statements.

Under the equity method, an investment in a joint venture or associate is initially recognised in the Statement of Financial Position at cost. The carrying amount of the investment is adjusted to recognise post-acquisition changes in the Group's share of net assets of the associates or joint ventures that the Group is entitled to or has a legal or constructive obligation in relation to.

Name of venture	Principle Activities	Country of Incorporation	Equity Interest (%)	
			2019	2018
Stars in Her Eyes	Dormant	New Zealand	50	50
The Mind Lab by Unitec Limited Partnership	Sold during the year	New Zealand	-	50

Stars in Her Eyes is a dormant entity with no assets or liabilities. It incurred no expenses and earned no revenues in the period.

On 12 March 2019, the Institute entered into a conditional agreement to sell its 50% share in The Mind Lab by Unitec Limited Partnership, a specialist education lab, which was created to enhance digital literacy capability and support the implementation of contemporary practice in the teaching profession. It has since grown to provide education in disruptive technologies, and support individuals returning to teaching.

After a strategic review of its assets, Unitec concluded that its investment in The Mind Lab was not core to its business operations. As a result, the Institute commenced discussions in January 2019 with its partner to complete an exit of its ownership interest.

As a result, the Institute and EdLab Limited entered into a conditional agreement to sell/purchase the investment.

On 3 April 2019 all conditions of the sale were met, as a result the Institute realised a gain on disposal of approximately \$3.1 million.

The aggregate amount of the Group's share of significant Joint Ventures and Associates is included in the table below:

	Actual 2019 \$'000	Actual 2018 \$'000
Summarised statement of financial position of The Mind Lab Limited		
Assets		
Current assets	-	1,961
Non-current assets	-	3,000
Total assets	-	4,961
Liabilities		
Current liabilities	-	1,935
Non-current liabilities	-	-
Total liabilities	-	1,935
Net assets	-	3,026
Carrying amount of investment in Group's financial statements	-	1,513
Summarised statement of financial performance of The Mind Lab Limited		
Income	2,679	11,433
Expenses	2,061	9,486
Net surplus/(deficit)	618	1,947
Group's share of surplus	309	984

17 Unitec Controlled Entities

Unitec controls two entities. They are constituted as charitable trusts being Unitec Trust, and Unitec Apprenticeship Training Trust. The charitable purposes of the trusts are to further student education, achievement and employment.

	Actual 2019 \$'000	Actual 2018 \$'000
Summarised statement of financial position		
Assets		
Current assets	334	332
Non-current assets	-	-
Total assets	334	332
Liabilities		
Current liabilities	8	17
Non-current liabilities	-	-
Total liabilities	8	17
Net assets	326	315
Summarised statement of financial performance		
Income	11	458
Expenses	3	(17)
Net surplus/(deficit)	8	475

18 Related Party Transactions

Related Party disclosures have not been made for transactions with related parties that are:

- Within a normal supplier or client/recipient relationship; and
- On terms and conditions no more or less favourable than those that are reasonable to expect that the Institute would have adopted in dealing with the party at arm's length in the same circumstances

Further, transactions with government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements with tertiary education institutions and undertaken on the normal terms and conditions for such transactions.

	Actual 2019 \$'000	Actual 2018 \$'000
Key management personnel remuneration		
Council members (Dissolved 23 July 2018)		
Remuneration ²	-	135
Full-Time Equivalent members	-	4.0
Commissioner (Appointed 23 July 2018)		
Remuneration	238	138
Full-Time Equivalent members	0.4	0.4
Advisory Committee		
Remuneration	60	13
Full-Time Equivalent members	1	1
Leadership Team		
Salaries and other short term employee benefits ³	1,633	2,407
Full-Time Equivalent members	4.7	6.6
Total remuneration	1,931	2,693

Key management personnel includes the senior executives of the Group, all members of Council, the Commissioner and the Advisory Committee.

19 Councillors' Fees

The following fees were paid to members of the Council of Unitec Institute of Technology:

	Actual 2019 \$'000	Actual 2018 \$'000
Council Members		
Dr Lee Mathias (Resigned 5 July 2018)	-	21
Alastair Carruthers (Returned to position at the end of his term as Interim Chief Executive)(Resigned 22 July 2018)	-	1
Sarah Haydon (Term expired 30 April 2018)	-	7
Aroha Hudson (Term expired 30 April 2017)	-	
Dianne Kidd	-	14
Martin Udale (Term expired 30 April 2017)	-	
Vaughn Davis	-	11
Emeline Afeaki-Mafile'o (Resigned 21 June 2017)	-	
Elena Trout (Appointed 12 June 2017)	-	11
Mark Heslop (Appointed 19 June 2017)	-	11
John McConnell (Appointed 22 June 2017; Resigned 22 July 2018)	-	11
Pramjit Suchdev (Appointed 01 May 2018)	-	5
Total Councillors' Fees	-	92

The following fees were paid to members of the Board of Wairaka Land Company:

	Actual 2019 \$'000	Actual 2018 \$'000
Board Fees		
Anne Blackburn (Resigned 23 April 2018)	-	5
Chris Cardwell (Resigned 10 April 2017)	-	
Sarah Haydon (Term expired 30 April 2017)	-	5
Martin Udale (Resigned 22 April 2018)	-	11
Derek Nolan (Resigned 22 April 2018)	-	5
Adrienne Young-Cooper (Resigned 9 November 2017)	-	
John McConnell (Appointed 12 July 2017; Resigned 31 August 2018)	-	11
Mark Heslop (Appointed 01 May 2017; Resigned 31 August 2018)	-	7
Total Board Fees	-	44

The following fees were paid to members of the Advisory Committee:

	Actual 2019 \$'000	Actual 2018 \$'000
Advisory Committee Fees		
John Brockies	20	4
Peter Winder	20	4
Tui Ah Loo	20	4
Helen Veal (Student President)	-	-
Total Advisory Committee Fees	60	12

The Student President is not entitled to Committee Fees.

² This includes Directors' fees paid to Unitec Council members in their capacity as Board members of Unitec subsidiaries.

³ This includes salaries and other short term employee benefits for those members of the leadership team who have left Unitec during the year.

20 Basis of Preparation

Statement of compliance and basis of preparation

Use of the disestablishment basis of accounting

The Minister of Education announced the Government's decisions on the Reform of Vocational Education proposals on 1 August 2019, and has since enacted the Education (Vocational Education and Training and Reform) Amendment Act (the Act) on 24 February 2020 to give effect to those reforms. In essence, the Act reforms the delivery of vocational education in New Zealand by creating a new Crown entity, the New Zealand Institute of Skills and Technology (NZIST), and converting all existing institutes of technology and polytechnics (ITPs) into crown entity companies, which will take over the operational activities of existing ITPs. The Act disestablishes the Unitec Institute of Technology and transfers its assets and liabilities to a new company, Unitec New Zealand Limited on 1 April 2020. As a result, the Unitec Institute of Technology group has prepared its financial statements on a disestablishment basis. However, because vocational education will continue to be provided through Unitec New Zealand Limited, no change needs to be made to the measurement or classification of assets and liabilities. Decisions about the future of these assets and liabilities will be the responsibility of the new entity.

Measurement base

The Financial Statements have been prepared on a historical cost basis, except for derivative financial instruments, buildings and land classified as property, plant and equipment, which have been measured at fair value.

The financial report is presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000) unless otherwise stated.

21 Critical accounting estimates and assumptions, and judgements in applying accounting policies

The preparation of the Group's Financial Statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Estimates and assumptions

Revaluation of property, plant and equipment

Land and buildings were valued by reference to market-based evidence, using comparable prices adjusted for specific market factors such as nature, location and condition of the property. The key assumptions used to determine the fair value of these non-financial assets are provided in note 9.

Course development costs impairment

Annually the Group performs an internal review to determine if any course costs capitalised relate to courses that are no longer taught or intended to be taught. In such cases the value of the costs capitalised is reduced to the value of costs that can be recovered through the remaining usage, and any excess between costs capitalised and recoverable value is recognised as impairment expense in the statement of comprehensive income. In the current year, no impairment was recognised (2018: nil).

Concessionary Loan

On 31 August 2018, the Institute and the Crown entered into a concessionary loan agreement for up to \$50 million at 0% interest. The purpose of the loan is to bridge the Institute's projected cash shortfalls for 2018 and 2019, while Unitec undergoes a strategic review and reconfiguration of its operations. The terms and conditions of the loan state:

- Each Tranche is available during the availability period

- The final repayment date is 10 years after the drawdown date, unless prior repayment conditions have been agreed

The following loan repayment terms were agreed with the Crown during 2019:

- Repayment by way of asset disposal proceeds for the period up until 2022
- A cash sweep mechanism to enable surplus cash to be applied towards repayment over the three year period 2023 to 2025
- Any remaining amount, if applicable, would be payable 10 years from the drawdown date of the relevant outstanding tranche

The Institute has determined the fair value of the loan, in accordance with PBE IPSAS 29 - Financial Instruments: Recognition and Measurement, based on the original anticipated repayment terms. The effective interest rates used to determine the fair value of the Crown loan are 3.28% (for the two year terms) and range between 3.97% - 2.77% (for the 10 year terms).

Judgements

Revenue and capital contributions

Most Crown funding received is operational in nature and is provided by the Crown under the authority of an expense appropriation and is recognised as revenue. Where funding is received from the Crown under the authority of a capital appropriation, the Group accounts for the funding as a capital contribution directly in equity.

Transformation costs

All one-off or non-recurring costs associated with the strategy that was in place in prior years have been classified as transformation costs in the reconciliation to EBITDAR/Operating Surplus under the Statement of Comprehensive Income.

22 Financial Instruments

Financial instrument categories

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables are recognised initially at fair value plus transaction costs, and subsequently measured at amortised cost using the effective interest rate method. All financial assets being cash and cash equivalents, term deposits, trade and other receivables and loans to joint ventures have been categorised as loans and receivables.

Financial liabilities being trade and other payables (excluding revenue in advance), borrowings and finance leases are categorised as financial liabilities measured at amortised cost.

The Institute does not hold any derivative financial instruments.

Financial instrument risks

The Group's activities expose it to a variety of financial instrument risks, including market risk, interest rate risk, credit risk and liquidity risk. The Group has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure to those instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market risk

The Group is subject to interest rate risk and foreign exchange risk.

Interest rate risk

Interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. The Group manages this risk through the use of interest rate swaps, options and caps to fix interest rates on forecast future borrowings. The Group updates forecast cash flows and associated future debt levels on a short, medium and long term basis on a weekly and monthly basis to ensure sufficient interest rate cover is maintained.

Term deposits are made for periods less than, equal to, or greater than three months, depending on the Group's cash requirements, and earn interest at the respective short-term deposit rates.

Foreign exchange risk

Foreign exchange rate risk is the risk that the value of foreign currency denominated future cash flows will fluctuate due to changes in exchange rates. The Group manages this risk for significant commitments by fixing relevant future exchange rates with forward exchange contracts.

Sensitivity analysis

As at 31 December 2019, if the average interest rate on interest-bearing deposits over the year had been 100 basis points higher or lower, with all other variables held constant, the (deficit)/surplus for the 12 months would have been:

Year	Higher	Lower
2019	338,891	(338,891)
2018	84,779	(84,779)

As at 31 December 2019, if the average interest rate on net interest-bearing debt over the year had been 100 basis points higher or lower, with all other variables held constant, the (deficit)/surplus for the 12 months would have been:

Year	Higher	Lower
2019	-	-
2018	379,231	(379,231)

Credit risk

Credit risk represents the risk that a third party will default on its obligations to the Group, causing it to incur a loss. Financial instruments which subject the Group to credit risk consist of bank balances, bank term deposits and trade and other receivables. For each of these, the maximum credit exposure is best represented by the carrying amount in the statement of financial position.

Cash, deposits and derivatives are held with registered banks in New Zealand which are rated at least Aa2 by Moody’s and AA – by Standard & Poor’s.

The Group does not require collateral or security to support financial instruments. Trade receivables (at year end) relate to receivables from students and commercial debtors. Exposure to bad debts is not considered significant and is provided for at historic impairment rates.

Liquidity risk

Liquidity risk represents the Group’s ability to meet its contractual obligations associated with financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash, availability of funding through an adequate amount of committed credit facilities and the ability to close-out market positions. The Group mostly manages liquidity risk by continuously monitoring.

The Group has cash, short-term deposits and borrowings that it can use to meet its ongoing payment obligations.

The Group’s creditors are mainly those reported as trade and other payables and borrowings. The Group will pay trade and other creditors within 30 days of incurring the liability. The contractual maturity of Borrowings and Finance leases are disclosed in note 11.

As at 31 December 2019 the Group no longer has any commercial credit facility (2018 maximum of \$140 million; fully repaid on 24 April 2018 upon the sale of land).

Under section 192(4)(d) and (7) of the Education Act 1989, the Ministry has granted consent to allow Unitec to borrow up to \$50 million from the Crown through the form of a concessionary loan, subject to Unitec’s adherence to conditions set out in the loan agreement.

23 Capital Management

The Group’s capital is its equity, which is comprised of accumulated funds and revaluation reserves. Equity is represented by net assets.

The Group is subject to the financial management and accountability provisions of the Education Act 1989, which impose restrictions on disposing of assets or interests in assets, ability to mortgage or otherwise charge assets or interests in assets, granting leases of land or buildings or parts of buildings, and borrowing.

The Group manages its equity as a by-product of prudently managing revenues, expenses, assets, liabilities, investments and general financial dealings, to ensure that the Group effectively achieves its objectives and purpose, while remaining a going concern.

24 Major Budget Variances

The budget figures are derived from the Group’s 2019 budget which were approved by the Commissioner in March 2019. The budget figures are for 12 months to December 2019, and have been prepared in accordance with PBE FRS 42 using accounting policies consistent with those applied in preparing the 2019 financial statements.

Explanations for significant variances from budget are as follows:

Statement of Comprehensive Income

Revenues

International and domestic students and government grant revenues were less than budget due to fewer than expected student enrolments.

Expenses

Expenditure was favourable to budget as the Renewal Plan cost reduction targets have been achieved earlier than anticipated resulting in lower personnel costs and other administration costs and expenses.

Depreciation/amortisation costs were lower than budget due to the deferment of a major construction project and other capital expenditure being less than budget.

Finance cost

Net finance costs were less than budget due to forecast cash on hand, and thus interest received, being greater than budget as a result of operating and capital expenditure being less than budget.

Statement of Financial Position

Assets

Cash and cash equivalents were higher than budget due to the lower levels of operating and capital expenditure.

Other current assets are higher than budget, due to the deferment of the receipt of \$6 million from the Crown land sale.

Non-current assets are less than budget due to the deferment of a major construction project and other capital expenditure being less than budget.

Liabilities

Total Liabilities are comparable with budget. The overall increase in total liabilities is due to the increase in revenue received in advance and an increase in the TEC Funding provision.

More of the Borrowings has been classified as current than budget reflecting the agreement reached with the Crown during the year on the Concessionary Loan repayment terms.

Statement of Cash Flows

Cash from operating activities

Net cash flows from operating activities were higher than budget as the lower than budgeted receipts from government grants and tuition fees was offset by reduced operating costs.

Cash from investing activities

Net cash flows from investing activities were higher than budget due to the deferment of a major construction project and other capital expenditure being less than budget.

Cash from financing activities

Net cash flows from financing activities were higher than budget, due to the higher drawdown of Crown loans to offset the deferment of the receipt of \$6 million from the Crown land sale.

25 Significant events after balance date

Review of Vocational Education (RoVE) / New Zealand Institute of Skills & Technology (NZIST)

The Minister of Education announced the Government's decisions on the Reform of Vocational Education proposals on 1 August 2019, and has since enacted the Education (Vocational Education and Training and Reform) Amendment Act (the Act) on 24 February 2020 to give effect to those reforms. Refer to note 20 for further details.

Sale of 10 Trading Place

During 2019, Unitec entered into discussions with Auckland Council (Council) in relation to the potential sale of one of Unitec's properties, 10 Trading Place, Henderson, Auckland.

On 22 January 2020, the parties entered into a sale and purchase agreement (SPA). The SPA is conditional upon:

- Internal Council approval being obtained (this was satisfied in February 2020)
- Council completing internal due diligence (confirmation that they are satisfied was received on 6 March 2020)
- Unitec obtaining approval from the Unitec Commissioner for the sale (obtained prior to SPA being signed)
- Unitec obtaining consent from the Secretary of Education (in accordance with the Education Act 1989) (in progress).

Settlement is due to take place 20 working days after the date on which all conditions in the SPA have been satisfied or waived. This is estimated to be June / July 2020.

COVID-19 (novel coronavirus)

In response to the escalating COVID-19 global pandemic, the New Zealand Government declared a State of National Emergency on Wednesday 25 March 2020, which resulted in a national lockdown of all non-essential services at Alert Level 4. Unitec responded to this with the immediate closure of all campuses and the implementation of a transition to remote working and teaching for staff and students. Remote learning commenced on Monday 30 March 2020 and with the change to Alert Level 3 on Tuesday 28 April 2020, some students and staff have returned to on-site working and teaching.

The economic uncertainties that COVID-19 has brought to the New Zealand and global economies will have an impact on tertiary education providers including Unitec, both financially and in their ability to achieve educational and other service performance indicator targets. There has been an immediate impact on international enrolments due to students not being able to enter the country and there is a risk of further loss due to the impact of COVID-19 of both current and prospective international students and to a lesser extent, domestic students. COVID-19 is also likely to have an adverse impact on the Auckland property market which will impact the market-based evidence on which the valuation of land and buildings is based.

The Crown has taken action to mitigate these risks for the sector by guaranteeing both Investment Plan and fees-free funding at the agreed 2020 level. Other mitigants are economic evidence that suggests that the number of domestic students, particularly in vocational education, typically increase in a recession. Unitec has significantly improved its liquidity over the last year, agreeing a plan for the repayment of the unsecured Crown concessionary loan, and will continue to focus on matching costs and capital expenditure to earnings in meeting the challenges that COVID-19 will present.

At this time, it is difficult to determine the full effect of the COVID-19 pandemic, and there could be other matters that affect Unitec.

26 Income tax and other taxes

Income tax

The Group is exempt from income tax. Accordingly, no provision has been made for income tax.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except:

- When the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable; and
- In the case of receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a net basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

27 Standards issued not yet effective and not early adopted

Standards and amendments, issued but not yet effective that have not been early adopted, and which are relevant to the Institute and Group are:

Financial Instruments

PBE IFRS 9 Financial Instruments replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement, and is effective for financial years beginning on or after 1 January 2022. The Institute has not early adopted this amendment as it had originally planned to do, as it considers that there will be no impact on the Institute.

PBE IPSAS 41 establishes requirements for the recognition and measurement of Financial Instruments and when applied supersedes most of PBE IPSAS 29 Financial Instruments: Recognition and Measurement and PBE IFRS 9 Financial Instruments. This Standard applies for annual periods beginning on or after 1 January 2022. The Institute does not intend to early adopt the amendment.

Service Performance Reporting

PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 and is mandatory for annual periods beginning on or after 1 January 2021. This Standard establishes new requirements for public benefit entities (PBEs) to select and present service performance information. The Institute does not intend to early adopt the amendment.

Cash Flows

An amendment to PBE IPSAS 2 Cash Flow Statements requires entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. This amendment is effective for annual periods beginning on or after 1 January 2021. The Institute does not intend to early adopt the amendment.

Combinations

PBE IPSAS 40 PBE Combinations establishments requirements for the classification of PBE combinations and the accounting for amalgamations and acquisitions. This new PBE Standard will supersede PBE IFRS 3 Business Combinations and applies for annual periods beginning on or after 1 January 2021. The Institute does not intend to early adopt the amendment.

Appendix

Āpiti'hanga

1 Student services fee

In accordance with the Education Act 1989, the Minister for Tertiary Education, Skills and Employment issues directions annually to providers relating to Compulsory Student Services Fees. Providers are required to comply with the Ministerial Direction, within given timeframes and ensure there are appropriate mechanisms for enrolled students to be involved in specific aspects of the process.

The direction allows for a student services fee or levy to be charged for some types of services and includes requirements to account separately for these fees. Unitec complies with this aspect by using a unique separate general ledger account for student services.

It also requires institutions to report a description of the services funded out of the fee and a statement of the fee income and expenditure for each type of student service in the Institution’s Annual Report as well as the levy charged per Equivalent Full Time Student (EFTS). The levy per EFTS in 2019 was \$357, and the accompanying tables provide an overview of the income and expenditure related to this.

The direction also requires providers to make decisions jointly or in consultation with students or their representatives on the amount of the fee, the types of services to be delivered, and how these are procured and how expenditure is authorised. Unitec consulted with students through the Unitec Student Council on these matters prior to providing a proposal to the Unitec Council for the setting and use of these fees for 2019.

FY2019 \$ Figures	Advocacy and Legal Advice	Career Information, Advice and Guidance	Counselling Services and Pastoral Care	Employment Information	Financial Support and Advice	Health Services	Media	Childcare Services	Clubs and Societies	Sports, Recreation and Cultural Activities	Total \$
Revenue	145,549	152,541	726,106	7,284	118,928	330,510	2,391	2,391	52,502	45,661	1,583,864
Expenditure	267,725	280,587	1,335,614	13,398	218,759	607,946	4,398	4,398	96,572	83,990	2,913,389
Net cost	(122,176)	(128,046)	(609,507)	(6,114)	(99,831)	(277,436)	(2,007)	(2,007)	(44,071)	(38,329)	(1,329,525)

FY2018 Figures in \$	Advocacy and Legal Advice	Career Information, Advice and Guidance	Counselling Services and Pastoral Care	Employment Information	Financial Support and Advice	Health Services	Media	Childcare Services	Clubs and Societies	Sports, Recreation and Cultural Activities	Total \$
Revenue	166,950	126,063	904,005	6,724	98,750	321,846	1,757	75,698	62,058	40,351	1,804,201
Expenditure	302,551	228,455	1,638,256	12,184	178,957	583,256	3,184	137,181	112,462	73,125	3,269,611
Net cost	(135,601)	(102,391)	(734,252)	(5,461)	(80,207)	(261,410)	(1,427)	(61,483)	(50,405)	(32,774)	(1,465,410)

Advocacy and Legal Advice

This is provided by Unitec Student Council representatives voted from the annual election. The Student Council advocates for students and their interests. This is an active demonstration of Student Voice in action.

Careers Information, Advice and Guidance

We provide both individual and group career workshops and guidance. We also facilitate key Career Development events such as Volunteer Expo.

Counselling Services

We provide counselling services for concerns about study or personal matters, and also have mental health advisors for specialist support. We also facilitate proactive workshops to help build resilience.

Employment Information

We provide students with information about employment opportunities both full-time and part-time. Our Career Development team also maintains online job vacancies.

Financial Support and Advice

We provide a range of options to help students manage money effectively. These include tools, advice, workshops and hardship support.

Health Services

We provide on-site affordable and comprehensive healthcare through medical support from Doctors, Nurses and Community Health initiatives.

Childcare Services

We provide on-site affordable childcare centres with a range of options.

Clubs and Societies

We provide assistance to a wide range of clubs and societies. This is determined by students’ needs and requests.

Sport, Recreation and Cultural Activities

We support a wide range of sports and cultural activities for students, especially around Orientation. This is determined by students’ needs and requests.

As part of our commitment to Te Noho Kotahitanga, we continue to demonstrate Kaitiakitanga in our active role of Guardianship of this levy and the responsibility we have to students in our provision of services to support their success.

2 Key staff statistics

Ethnic Mix	
British/Irish	6.76%
Chinese	9.04%
Fijian	2.01%
Indian	8.04%
Māori	12.24%
NZ/European/Pakeha	47.49%
Other	27.49%
Pacific Islanders	7.85%

Where a person reported more than one ethnic group, they have been counted in each applicable group. As a result percentages do not add up to 100.

Those who did not disclose their ethnicity were excluded from this table.

Gender Mix	Total	
Female	609	56.45%
Male	470	43.55%
Total	1,079	100%

Occupational Group	Full-time	Part-time	Casual	Total
Academic	300	126	115	541
Allied	263	76	94	434
Management	91	13	-	104
Total	654	215	210	1,079

AGE PROFILE

Age Band	All Staff	Academic Staff
10-19	1	-
20 - 29	68	23
30 - 39	204	74
40 - 49	250	118
50 - 59	293	135
60 - 69	213	119
70 - 79	46	30
80 - 89	3	1
Total	1,079	500

Remuneration & Gender for Employees Earning Over \$100k

	No of Staff earning > \$100k	% earning > \$100k	No of Staff earning > \$150k	% earning > \$150k
Female	54	43.20%	14	45.16%
Male	71	56.80%	17	54.84%

Each July, Unitec reviews remuneration levels (minimum, midpoint and maximum levels) and adjusts as appropriate. Diversity reviews are also undertaken to ensure that there are no anomalies and these are adjusted accordingly in the annual review. In our recruitment processes (for new hires or internal movements), we review the latest market rates, band and internal relativities. We have also adjusted all our minimum rates to the ‘Unitec Living Wage’ (aligns to the ‘NZ Living Wage’).

The additional parental leave payment for our management contracts for primary caregivers is in place. We also provide a range of flexibility options to ensure that we are attracting and retaining females into roles eg: we have a significant number of proportional roles and commonly adjust to suit employees’ requirements. This helps increase engagement and retention. Our engagement scores went from 65% to 79.3% in the last 12 months to October 2019. We utilise consistent interview guides and have a selection panel to ensure a robust recruitment process and equity. We provide good technology options including Skype, video interviews, remote access and laptops. We have also recruited a number of Kaihautū and Pacific Navigator roles to assist and enable success for Māori and Pasifika students.

