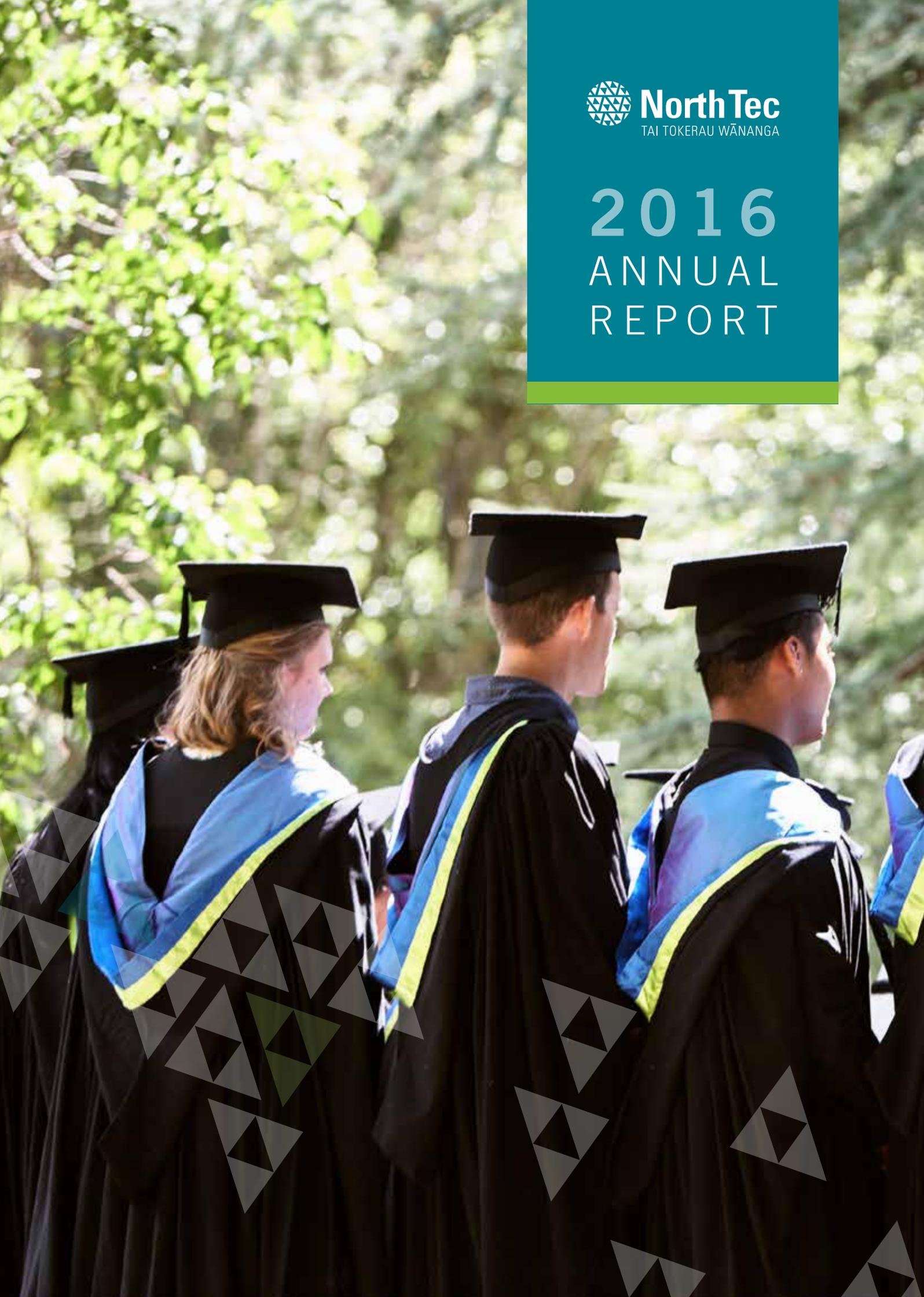




NorthTec
TAI TOKERAU WĀNANGA

2016 ANNUAL REPORT



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Welcome to NORTHTEC

He mihi tēnei nā te Kaumātua

E ngā mana, e ngā reo, e ngā kārangaranga tāngata tēnā koutou katoa kua huri kanoahi mai ki tō tātou kuratini ki Te Tai Tokerau Wānanga. Ki a koutou katoa e tirihiā nei i tēnei pukapuka, ko te reo maioha tēnei e tangi atu nei, tēnā koutou katoa.

Ka huri atu ki te hunga kua wehe atu ki te pō. Kāti rā ki a koutou e kui mā e kara mā, takoto mai koutou i te moenga o te hunga e kore e hoki whakamuri mai. Takoto mai, takoto mai, takoto mai rā.

Āpiti hono, tātai hono, ko rātou te hunga mate ki a rātou; āpiti hono tātai hono, ko tātou te hunga ora ki a tātou, Tēnā koutou, tēnā koutou, tēnā koutou katoa.

As the Kaumātua here at our place of learning, it is both my honour and great pleasure to join with the Acting Chief Executive/Te Ahurei, Dr Mark Ewen, to express my greetings, salutations and a warm-hearted welcome to this storehouse of knowledge, Te Tai Tokerau Wānanga, NorthTec. Welcome once, twice, three times welcome.

Te Tai Tokerau Wānanga, NorthTec, is a 'mover and shaker' helping to shape the future of Te Tai Tokerau and its communities. I am very proud to be a part of it and I hope you will be too.

Kia ora tatou katoa.

Nā Hohepa Rudolph, Kaumātua

Te Tai Tokerau Wānanga, NorthTec

Our 2016 COUNCIL

Left to right: Bronwyn Yates, Warren Moyes, Kate Cherrington, Vern Dark (Chair), Wayne Jackson (Deputy Chair), Eru Lyndon, Karleen Everitt. Inset: Jane Hindle





Our role IN OUR REGION

NorthTec is the only Institute of Technology and Polytechnic (ITP) and the largest tertiary education provider in Te Tai Tokerau, delivering foundation, certificate, diploma and degree level programmes. Since 1978, NorthTec has provided practical, quality education to Te Tai Tokerau communities.

NorthTec has campuses and learning centres in Whangarei, Dargaville, Kerikeri, Rāwene, Kaikohe and Kaitaia. It has one of the country's leading trades training facilities in Whangarei, and also delivers from more than 50 community-based locations, from rural Rodney to the Far North.

Northland is New Zealand's least urbanised region with 171,000 residents spread across 13,789 square kilometres, and only half of the population living in urban environments. Te Tai Tokerau has a large Māori population, with around 34 per cent of the population identifying as Māori. Improvement of Māori learner achievement, and increased Māori participation at diploma and degree level study, are important issues for NorthTec.

For most young people, achieving a tertiary qualification is a crucial milestone towards a successful working career, with their qualifications providing evidence to employers of the skills and knowledge they have gained. Northland

has the highest percentage of NEET (Not in Education, Employment or Training) youth in the country, with 19 per cent in 2016 compared with 12 per cent nationally. In 2016, 1,120 people participated in our targeted youth programmes.

The total number of students enrolled at NorthTec in 2016 was a 2 per cent decrease on the 2015 year, with 8,804 students compared to 8,985 in 2015. However, this corresponds to 3,941 EFTS (Equivalent Full Time Students) compared with 3,791 in 2015, a rise of 4 per cent.

In 2016 NorthTec continued to grow the international student activity achieved in 2015, following a focus on building a reputation for international education with established markets in China, India and other emerging markets. This has had a positive impact on student recruitment into both Whangarei and Auckland campuses, with most growth at the Queen Street and Newmarket facilities.

NorthTec's mission is to be a leader in the excellence of the learning experience for our students, the employability of our graduates and the contribution that we make to the economic and social development of our region.

NorthTec continues to engage well with a broad range of community, industry and iwi/hapū stakeholders at all levels of the organisation, from individual tutors and support staff through to senior managers and Council members. Engagement with iwi and hapū occurs at all levels in a range of ways to enhance the relevance of provision to students and communities. The effectiveness of this engagement has been enhanced through increased Māori participation on the governing Council.

Message from COUNCIL CHAIR

The 2016 year was a mixed year for NorthTec, with academic performance similar to previous years, relationships with key stakeholders enhanced but a lower than desired financial result.

The operating result was a small surplus of \$56,000 compared to a surplus of \$913,000 in 2015. Revenues increased by 4 per cent to \$44.68 million reflecting an improved mix of provision and increased international receipts, but costs rose by 7 per cent. Again no increase in Government funding per course was forthcoming, with the last increase being in 2009.

Costs reflect, in the main, increases in payroll (both as a result of annual increases and staff moving up the salary scale), a one-off substantial payment to re-join the TANZ eCampus, forestry delivery costs related to 2015 being realised in 2016, and recruitment activity associated with changes in management.

Educational performance was mixed, around the level achieved in previous years. The institution has struggled to improve outcomes in this area, particularly at the lower level courses. A comprehensive survey of our students by Te Matarau Education Trust and NorthTec highlights the challenges and the study needs faced by students.

Whilst the survey indicated a strong desire to enrol in tertiary study, affordability and limited access to reliable transport and the internet made study difficult for a high percentage of learners. Additional support to develop literacy and numeracy skills and access to transportation were seen as urgent needs. The study outlined action plan priorities to address these issues which are being incorporated into NorthTec's strategic plan. In addition, lead indicators have been instituted to give early warning of students having difficulty maintaining attendance at courses.

NorthTec has a wide range of activities at numerous locations which require a strong focus on safety and health. One Lost

Time Injury was incurred during 2016, one less than the previous year. Injury and near miss reporting is becoming embedded. Safety assessments are carried out at regular intervals with corrective centre action requests raised and follow-up action monitored and reported to Council. These lead indicators will contribute to embedding safety and health in the culture of NorthTec. A comprehensive review of NorthTec's safety and health process was undertaken in the year by external experts. The results and recommendations were adopted by Council and action plans put in place.

A major focus during the year was the development of the learning facilities at NorthTec. A new campus was opened in Kaikohe and a new student hub established at Raumanga. A \$10 million capital spend was also approved to replace some ageing classrooms whilst at the same time incorporating an Integrated Health Centre for the area. Recent large increases in construction costs may limit what is able to be achieved. At the same time a collaborative exercise between NorthTec, Auckland and Massey Universities and the Whangarei District Council is assessing the viability of establishing a Tertiary Hub in the centre of the city.

The need to strengthen relationships with our stakeholders has been actively pursued during the year, with a complete review of the organisation's strategic plan. A committee comprising Council members, senior management and local iwi representatives has driven the exercise with all staff having the opportunity to be involved. This plan is in its final stage and ready to be implemented.

In mid-2016, Paul Binney, NorthTec's CEO, resigned to pursue further opportunities. The subsequent recruitment process did not find the ideal candidate for the position, so for a period the senior management team was led by a sub-committee of suitably experienced Council members before Mark Ewen took over as acting CEO for the latter months of the year. The Council re-advertised the position in early 2017 and it is



expecting an appointment to be made around the end of the first quarter of the new year.

Also in mid-2016, TEC held its competitive bid for Level 2 and 3 courses to be run in 2017. NorthTec was not successful this time and as a result funding of some \$4 million will not be received next year. To some extent this was not unexpected considering NorthTec's modest educational performance at these levels and its bid including a request for higher fees to provide the support outlined in the Student Survey.

This reduction in revenues and the updated strategic plan has necessitated a thorough review of the Institution's operations. Unfortunately, due to the final outcomes of the competitive bid not being made available until year's end, the resultant restructuring costs will be higher than they needed to be and will come to charge next year. Affected staff will also miss opportunities available at the start of the 2017 academic year.

During the year John Mote resigned from Council. John commenced his relationship with NorthTec as a Crown Observer several years ago before joining Council once that role ceased. His wide knowledge of the tertiary education sector has been most valuable to NorthTec. Anna Cassels-Brown also resigned in 2016. Anna's expertise in safety and health and human resource management proved invaluable during her relatively short stay with us.

Eru Lyndon and Kate Cherrington joined Council close to year's end to fill the vacancies left by John and Anna. Both have strong ties with Northland and particularly with local

iwi, bringing wide experience in the education and social services sector as well as operational expertise. We welcome Eru and Kate to Council and look forward to their continued contribution.

This will be my last annual report message as my term expires in April after some 12 years on Council and nine years as Chair. I wish to thank all those who have contributed to NorthTec over that time. I particularly wish to thank my fellow Council members for their help and support during some challenging times. I also want to thank Mark Ewen for stepping into the Acting Chief Executive role over the past few months.

In the future NorthTec has a reasonably strong balance sheet to allow it to make the changes necessary to thrive in the restricted funding environment in which it operates. Close relationships with stakeholders will be the key to it enjoying prosperity.

The journey will continue.

A handwritten signature in black ink, appearing to read 'Vern Dark', written over a light blue horizontal line.

Vern Dark
Council Chairperson



Lisette Buckle
Hospitality Programme Leader

Our 2016 SENIOR MANAGEMENT TEAM

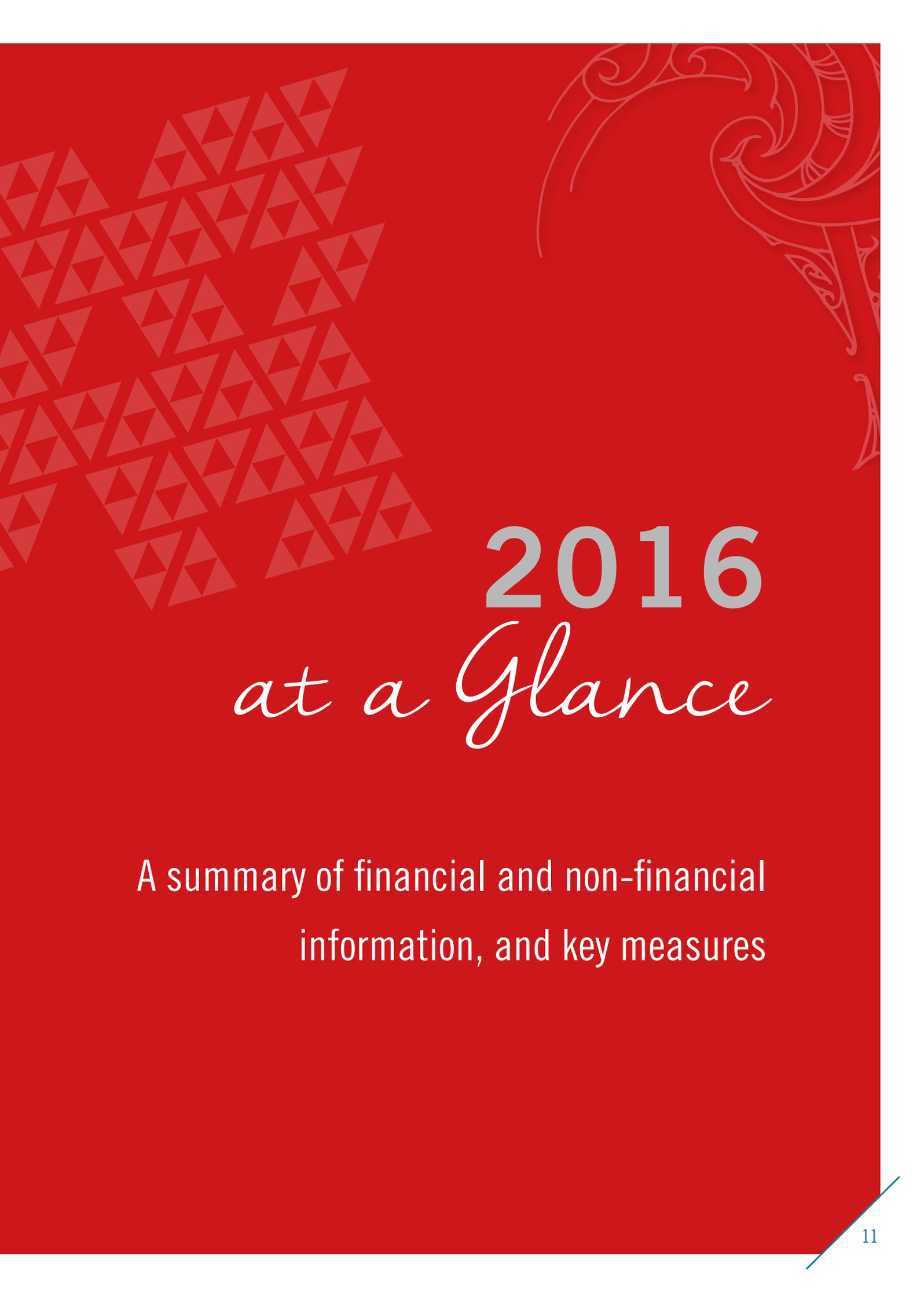


Back row, left to right: Hayley Semenoff (Personal Assistant to Chief Executive); Jess Kean (Deputy Director – Arts, Commerce and Applied Science); Phil Giles (Director – Arts, Commerce and Applied Science); Graham Smith (Acting Director – Trades and Primary Industries); Phil Brimacombe (Director – Corporate); Jon Smith (Excellence Manager)

Front row, left to right: Dr Mark Ewen (Acting Chief Executive); Hohepa Rudolph (Kaumātua); Huhana Lyndon (Director – Learner Support); Rhonda Brodie (Director – International)



Tony Campbell
Automotive tutor



2016 *at a Glance*

A summary of financial and non-financial
information, and key measures

Summary of

FINANCIAL INFORMATION

Total Revenue

\$44.68m

SURPLUS /(Deficit)

\$0.06m

WORKING CAPITAL

\$9.17m

Total Equity

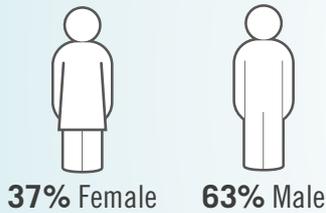
\$53.13m

Summary of NON-FINANCIAL INFORMATION

3,941 TOTAL EFTS

(ALL STUDENTS)
EFTS = EQUIVALENT FULL-TIME STUDENT

STUDENT GENDER



8,804
STUDENTS
ENROLLED
(Headcount)

Formal programmes of study
that lead to a qualification
EFTS by Programme Level
for all MOE-funded students

Level 1 - 2 **598**

Level 3 - 4 **1,692**

Level 5 - 6 **652**

Level 7 **660**

Students by AGE GROUP

Under 17
years **8.2%**

17 - 19
years **17%**

20 - 24
years **16.7%**

25 +
years **58%**

STUDENT ETHNICITY

MĀORI
MOE-funded EFTS
- all students

54%

Headcount
- all students

34%

PASIFIKA
MOE-funded EFTS
- all students

7%

Headcount
- all students

4%

INTERNATIONAL

Students Enrolled
(Headcount)

923

Headcount
- all students

11%

MOE-Funded EFTS

2,769

FORMAL
PROGRAMMES

137

COURSE
SUCCESS RATE

78%

Occupational HEALTH AND SAFETY

NorthTec is committed to providing a safe and healthy environment for staff, students and visitors to our campuses. We have a comprehensive programme, supported by healthy employee participation, to support and ensure compliance to Health and Safety legislation.

In 2016, NorthTec's Council commissioned an independent review of health and safety to support executive managers to deliver excellent safety performance, whilst ensuring that they are meeting their 'due diligence' duties under the Health and Safety at Work Act 2015. Working closely with the Safety Manager, the reviewer conducted a strategic evaluation in June and presented his report to Council. The report states that:

"In order to be safe and successful in the delivery of its services, NorthTec needs to embed health and safety thinking in everything it does and recognise the contribution it can make to achieving the Government target of at least a 25 per cent reduction in death and serious injuries by 2020. We consider that this should feature as one of NorthTec's strategic priorities given its pivotal role in working with students from the highest risk industries (farming, forestry, construction and manufacturing) and with a population demographic that includes many of the highest risk and socially disadvantaged groups." The report strongly promotes the adoption of best practice rather than basic legal compliance, and makes 17 recommendations which are prioritised as follows:

Consolidate governance process

- Strengthen reporting and accountability around lead indicators of risk control performance. Make health and safety a key success factor for CEO recruitment and a strategic priority for NorthTec.

Understand and manage your risk profile

- Determine the critical acute, chronic and catastrophic risks across the business
- Use a formal technique such as Bow Tie to analyse and map controls
- Develop an assurance process around controls performance
- Enhance reporting to include more lead indicators around risk.

Define and strengthen relationships

- Clarify internal accountabilities, map external relationships and clarify roles and responsibilities
- Build a culture of accountability and delivery.

Improve infrastructure and process

- Ensure best practice standards for key safety processes such as asbestos and machinery guarding.

Build capacity and capability

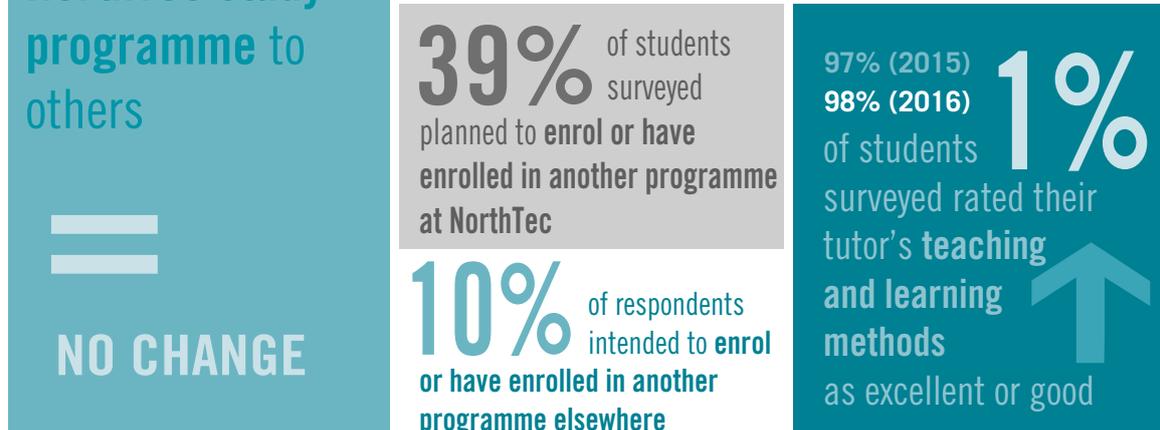
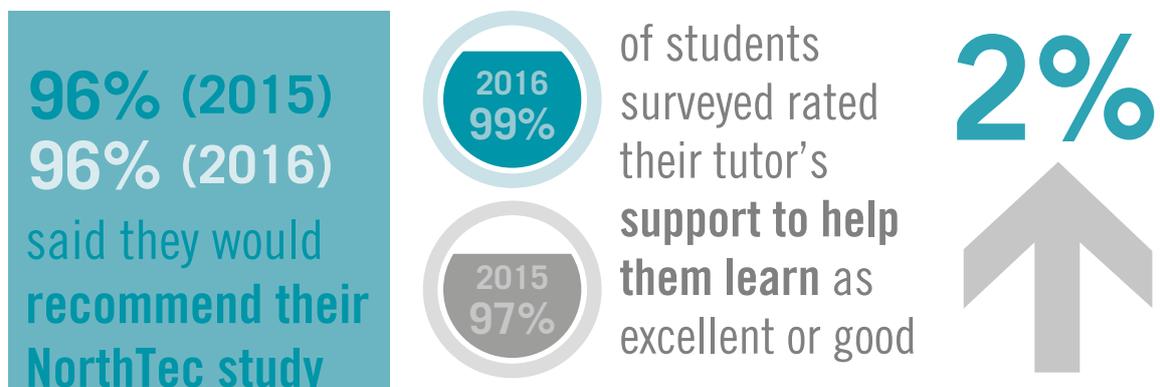
- Enhance NorthTec's safety team to enable timely delivery of the work programme and to support growing assurance and reporting requirements
- Review safety-related competence requirements of lecturers and managers.

Following Council's acceptance of the report, the Safety Manager has developed a new health and safety risk register and health and safety action plan and these were both received by Council in December 2016. Implementation of the plan will be progressed during 2017 and 2018.

Student SURVEYS 2016

Every year NorthTec surveys its students to gauge satisfaction in relation to teaching and learning and student services offered. In 2016 a total of 2,810 students on programmes in 30 locations responded to the Student Satisfaction Survey. The percentage changes are in comparison with the previous academic year. In 2016 the key measures below all exceed the target of 95%.

WE FOUND THAT **99%** of students surveyed rated their tutor's overall performance as excellent or good **↑ 1%**



Highlights OF THE YEAR 2016

Launch of new Kaikohe campus

The opening of our new campus in Kaikohe represents NorthTec's commitment to providing high quality, relevant tertiary education across the Te Tai Tokerau region. The community came together to help us launch this new centre in the heart of the region, offering training programmes tailored to the needs of the local labour market and featuring spacious workshop and classroom spaces. It allows us to increase the number and range of programmes offered in the mid North.

Appointment of Student Voice Coordinator

The appointment of a Student Voice Coordinator has led to improved student representation, engagement and advocacy. The coordinator has focused initially on mobilising students to be actively engaged in their learning journey, and developing the student representative team. The appointment has also led to increased advocacy for students with regard to NorthTec procedures, and support for student clubs, activities and fundraisers.

Redevelopment of Raumanga campus

A focus on improved student services was the driver behind a major refurbishment of part of the Raumanga campus, creating a central "student hub" located close to the library and café. The new centre provides a one-stop-shop for student needs, housing the main reception area, ICT service desk, a common room, private meeting rooms, NorthTec's Student Advisors and the Student Voice Coordinator.

Increase in international students

The number of international students choosing NorthTec continues to increase, in line with our strategy of developing key partnerships in our target markets. In 2016, a total of 923 international students studied at our campuses in Auckland and Whangarei, an increase of 15 per cent on the 2015 figure of 799. This represents

a 27.5 per cent rise in EFTS, with 672 in 2016 compared to 526 in 2015. Our international students are playing an increasing role in campus life in Whangarei, and in 2016 undertook the first international marae stay.

First Pearson English testing centre in NZ

NorthTec's Auckland International campus became the first centre in New Zealand to be approved by Immigration New Zealand for the Pearson Test of English Academic (PTE Academic). The computer-based test is now accepted as proof of English language proficiency for all visa categories with an English language requirement, and is accepted by all New Zealand universities.

Campus events

Our third annual Community Day at the Raumanga campus drew in a crowd of around 2,500 people. As well as talking with staff about programmes offered at NorthTec, the day gave visitors an opportunity to enjoy a day out with their families. We hosted a series of events on campus, from Matariki celebrations to social services and mental health workshops. The refurbished Te Puna o Te Mātaraunga marae has been used as a meeting venue by a wide range of community groups.

EE2E funding – Secondary-tertiary engineering programme

NorthTec was one of six successful applicants nationally to receive funding through the Tertiary Education Commission's Engineering Education 2 Employment (EE2E) Secondary-Tertiary Pathways Project. The programme is set to increase the number of engineering students emerging in the region. Using a project-based approach to build skills and abilities, it will prepare the young students to study engineering at tertiary level, and will also provide links to working engineers who will act as mentors. Our partnership schools for this venture are Whangarei Boys' and Girls' High Schools and Kamo High School.





China art exhibition

Works by NorthTec arts tutors and students were displayed in China during November and December, as part of an exchange exhibition involving our Chinese partner colleges. The *In Dialogue* exhibition offered an opportunity to expose New Zealand art to the public in the cities of Guangzhou and Haikou - Whangarei's sister city - to be followed by a major exhibition of Chinese artworks from the partner colleges being displayed at our Geoff Wilson Gallery.

Applied Writing programme celebrates 21 years

NorthTec's popular applied writing programme, which was the first in New Zealand to be delivered fully online, was first taught in 1995. Tutors and former and current students came together to celebrate the twenty-first anniversary of the programme with an event held on the Raumanga campus. The occasion was marked by the publication of a book, *Dancing On Air*, containing selected works by NorthTec applied writing tutors, graduates and students.

Te Tai Tokerau Māori Research Symposium (Kimihiā Rangahaua)

NorthTec hosted a two-day symposium focused on establishing Māori research projects in Te Tai Tokerau, in conjunction with Massey University, Ako Aotearoa, Te Rūnanga a Iwi o Ngāpuhi and Te Reo o Ngāti Hine. Around 180 members of the community attended the Kimihiā Rangahaua symposium to hear high-profile Māori academics and community leaders speak on a wide variety of topics.

Health and safety focus

With the implementation of the Health and Safety at Work Act 2015, we have had a renewed focus on safety management. All staff took part in health and safety workshops, to gain an understanding of the implications of the new Act and an awareness of responsibilities under the new legislation. These were followed by risk assessment workshops, with each department compiling a new risk register.

New engineering laboratory

Our Civil Engineering programme was given a boost with the opening of a new engineering laboratory on the Raumanga campus. The facility contains specialist equipment, including a shear box machine and a hydraulic chute, to provide students with practical experience to support technical learning in hydraulic subjects and physics. It has enabled students to get essential experience as part of their training package, preparing them for the workplace. The laboratory is also a requirement of the Dublin Accord in terms of gaining international accreditation as an engineering training provider.

Memorandum of Understanding with CCS Disability Action

Our commitment to supporting students with disabilities was formalised by the signing of a Memorandum of Understanding with CCS Disability Action. The MoU acknowledges the strong partnership between the two organisations, and commits both to working together to assist people with disabilities. Action points include the joint development of personal plans for students with a disability, and working together to assist disabled students into employment.



Key partnerships: Te Matarau

We continued our partnership with a group of nine Te Tai Tokerau iwi and hapū groups, delivering programmes in trades and hospitality to cohorts of Māori and Pasifika students under the Te Matarau banner. The partnership, which was launched in 2014, enables students aged 18 to 35 to gain scholarships for fees-free tertiary education. It also provides pastoral support to enhance students' ability to complete the programmes and move into employment or higher level study. In 2016, a total of 109 Te Matarau students took part in training programmes at levels 3 and 4.

Key partnerships: Department of Corrections

NorthTec worked successfully to deliver programmes in arts and horticulture at the Northland Region Corrections Facility at Ngawha, near Kaikohe. The horticulture programme was taught to inmates approaching the end of their sentence and preparing for employment, and involved growing and propagating plants, establishing a nursery and taking customer orders. Plants were also donated to community programmes in the mid North, aimed at re-establishing wetland areas. The delivery of NorthTec arts programmes led to the facility receiving an Arts Access Award, with its tikanga-based courses being recognised as an effective way of rehabilitating and reintegrating prisoners into the community.

Key partnerships: Pehiaweri Marae and Kamo High School

A unique partnership between NorthTec, Pehiaweri Marae and Kamo High School, to deliver computer coding classes in the community, resulted in several awards. The Digit team, which provides classes for both schoolchildren and older members of the community, won the Best Educational Innovation category at the national Computing and Information Technology Research and Education NZ conference. The team was also a finalist at the Institute of IT Professionals' annual awards, being shortlisted in the IT Excellence in Education category, and was recognised at the Northland Health and Social Innovation Awards, taking home the award for Best Innovation Creating Social Wellbeing for Māori.

Key partnerships: New Zealand Institute of Building

The NZ Institute of Building (NZIOB) signed a new, seven-year Memorandum of Understanding with NorthTec, to ensure continued support to students. The MoU will help to maintain strong relationships with the local and national construction industry, allowing pathways and employment opportunities for students. Each year the Northland branch of the NZIOB sponsors scholarship-style prizes for top NorthTec students in construction-related subjects.



Jan Dawson
Hairdressing tutor

The background is a solid teal color. In the upper left, there is a pattern of overlapping triangles and lines in a lighter shade of teal. In the upper right, there is a stylized, light-colored outline of a horse's head in profile, facing right.

*Statement
of*
**Service
Performance**

The NorthTec MISSION

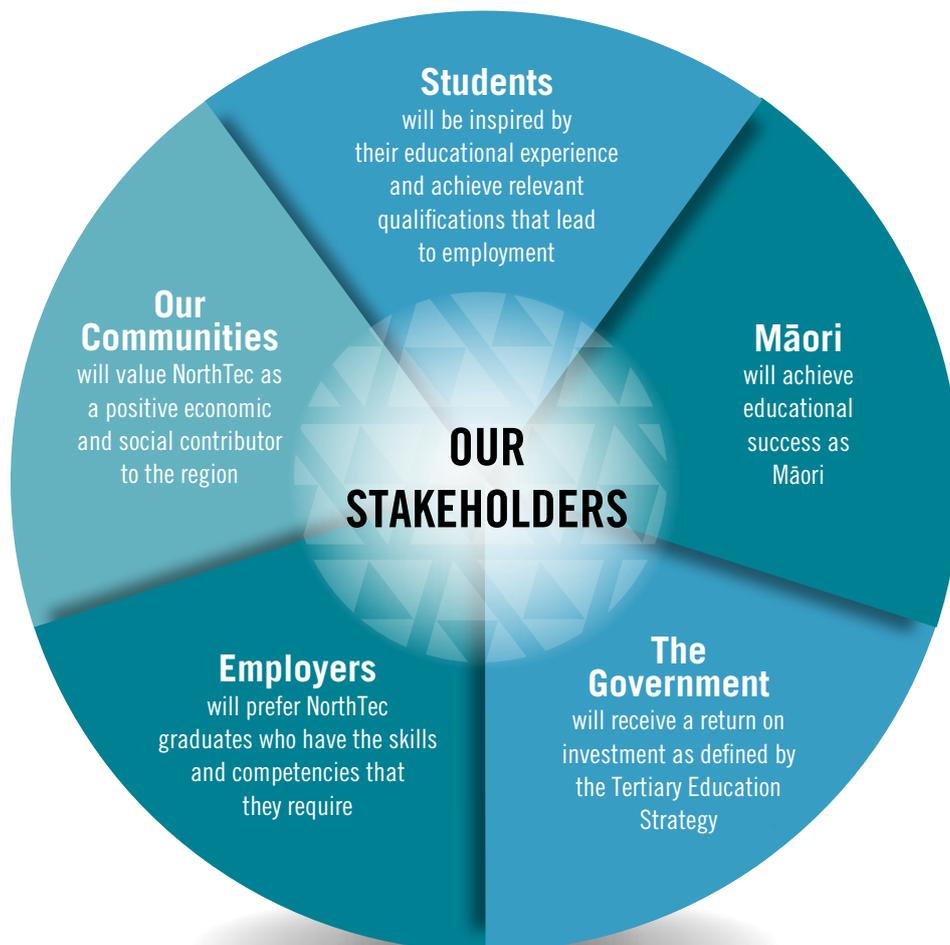


*Whānau
Inspiration
Sharing
Excellence*

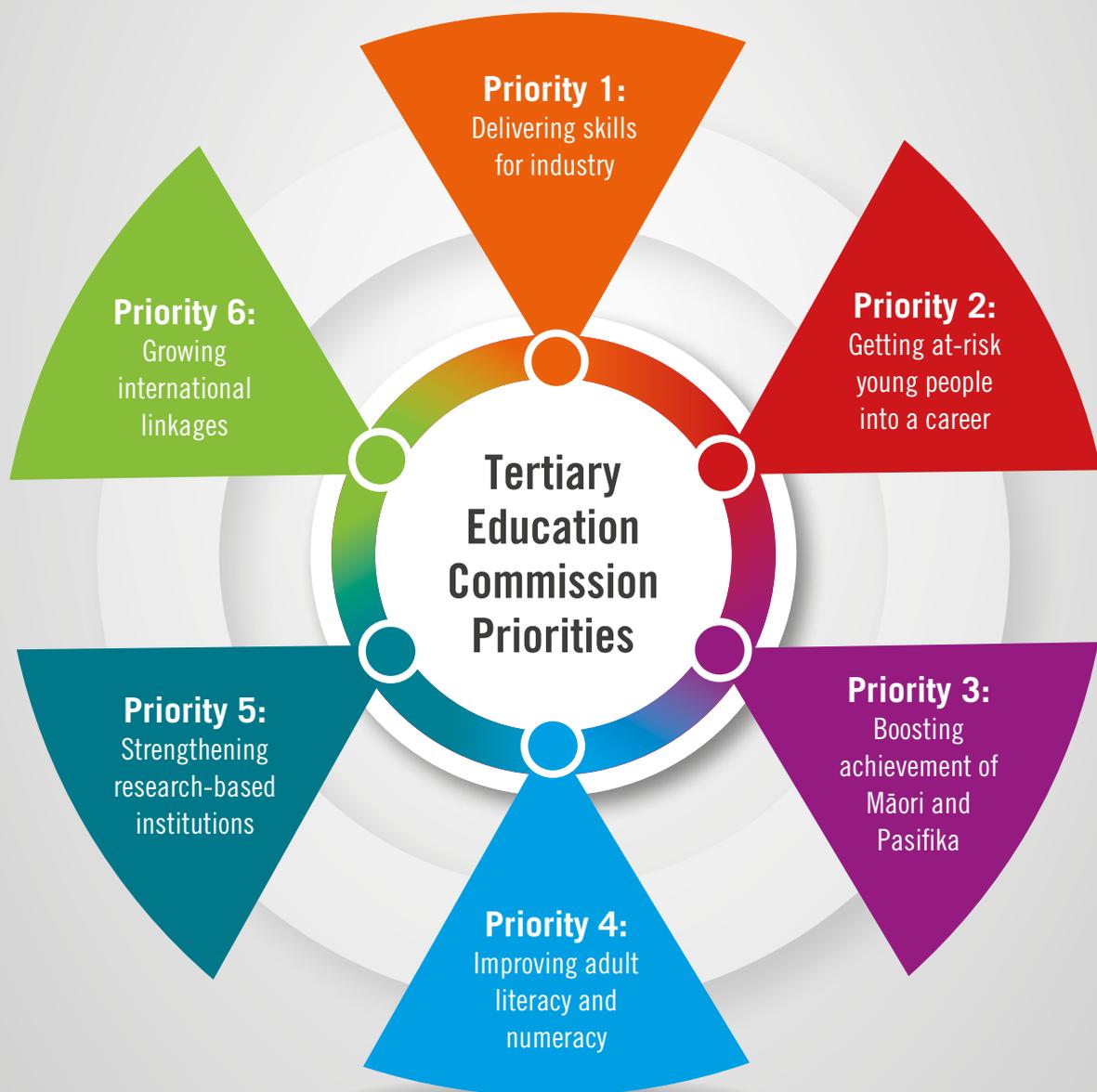
NorthTec will be a leader in the

- Excellence of the learning experience for our students
- Employability of our graduates
- Contribution that we make to the economic and social development of Te Tai Tokerau.

We aim to provide an excellent service to all our stakeholders, from our students and local communities to our Government funders. By delivering excellence to our learners, we will increase the employability of our graduates, thus contributing positively to the development of our region.



Tertiary Education Commission PRIORITIES



Our

PRIORITIES

The needs of Māori are embedded in all of our priorities and strategies

PRIORITIES

STRATEGIES

1

Excellent and innovative vocational education

- Develop and deliver flexible and responsive education to meet the needs and expectations of our stakeholders
- Develop and implement a teaching and learning excellence framework

2

Inspirational performance

- Build a culture of performance excellence through quality leadership
- Develop effective and efficient infrastructure and systems

3

Financial sustainability to fund our aspirations

- Improve our financial results by:
 - » Increasing revenue and our contribution from programmes
 - » Improving systems and services

4

Meet the region's tertiary needs

- Provide and broker educational opportunities to meet the region's vocational tertiary education
- Invest in infrastructure to support and enable educational delivery

Our OUTCOMES

Exceeded = Outcome exceeded

Achieved = Outcome achieved

On Track = Outcome on track to achieve the desired outcome (The initiative started in 2016 and will be reported in 2017).

OUTCOMES

STATUS

1

- Development and approval of 33 flexible industry-focused programmes
- 33% of three-year programme portfolio approved and developed
- Increase NorthNet usage by at least 10%
- Strategic refresh
- Successful EE2E bid
- Increase eCampus portfolio

Achieved
Exceeded
Exceeded
On Track
Achieved
On Track

- 95% of students rate teaching and learning as good or excellent
- Establish a teaching and learning committee
- Develop a formal teaching and learning observation guide
- Develop excellence in teaching and learning key principles
- 'Just in time' ICT and digital solutions introduced for all staff

Exceeded
Achieved
Achieved
On Track
Achieved

2

- Strategic refresh
- Tier 2 and 3 restructure
- Key self-assessment improvement projects implemented
- Introduction of project management methodology to all projects

On Track
On Track
On Track
Achieved

- Review key processes
- Campus redevelopment planning

On Track
On Track

3

- Strategic refresh
- Tier 2 and 3 restructure
- Increased international EFTs and contribution
- Increase revenue from Pearson Test of English
- Increase eCampus portfolio

On Track
On Track
Achieved
On Track
On Track

- Implement online training and development application and evaluation process

Achieved

4

- Improved pathways and linkages with high schools
- Progressed collaborative arrangements for a city centre tertiary hub for diploma and degree education
- Implement Māori Achievement Improvement project
- Maintained and extended relationships with partners to ensure best outcomes for learners

Achieved
On Track
On Track
Achieved

- Strategic refresh
- Increase eCampus portfolio
- Campus redevelopment planning
- Key self-assessment improvement projects implemented
- Opened new learning centre in Kaikohe

On Track
On Track
Achieved
On Track
Achieved

Academic Performance

INDICATORS 2016

Measure

PARTICIPATION

			Draft 2016	Target 2016	Actual 2015
Student participation rates (SAC Eligible EFTS) for:					
Under 25	Level 3 and above		30.76%	27%	32.39%
	Level 4 and above		32.11%	24%	33.76%
Māori	Levels 1-2		58.00%	27%	66.45%
	Level 3 and above		52.53%	31%	53.70%
Pasifika	Level 4 and above		50.15%	28%	51.37%
	Levels 1-2		7.90%	1%	7.25%
	Level 3 and above		6.38%	2%	5.09%
	Level 4 and above		6.44%	1.5%	5.54%

STUDENT PARTICIPATION RATES

58%

MĀORI AT LEVELS 1-2

Student participation rates (SAC Eligible EFTS)

EDUCATIONAL PERFORMANCE

COURSE COMPLETION

			Draft 2016	Target 2016	Actual 2015
The successful course completion rate (SAC Eligible EFTS) for:					
All students	Levels 1-2		75.37%	81%	73.96%
	Level 3 and above		73.08%	80%	79.80%
	Level 4 and above		75.90%	81%	79.60%
Under 25	Level 3 and above		70.38%	80%	75.34%
	Level 4 and above		75.84%	80%	75.55%
Māori	Level 3 and above		70.46%	79%	74.53%
	Level 4 and above		72.69%	79%	74.06%
Pasifika	Level 3 and above		77.43%	81%	75.79%
	Level 4 and above		76.99%	81%	73.64%

SUCCESSFUL COURSE COMPLETION

73% ALL STUDENTS AT LEVEL 3 AND ABOVE

Successful course completion (SAC Eligible EFTS)

1. Student Achievement Component (SAC) funding = all MOE-funded students, irrespective of funding source.
2. Age as of 30 June 2016
3. Course Completions and Qualification Completions may change up to June 2017.
4. For Retention rate and Progression rate, we have used TEC EPI draft data based on December 2016 Single Data Return.
The reason we have used TEC data for these two measures is that these could include students who enrol into another institution, but we would have no knowledge of this in our own Student Management System, whilst TEC gathers that data.
5. Draft 2016 as of 6 April 2017.
6. Actual 2015 as of 4 February 2017.

EDUCATIONAL PERFORMANCE

QUALIFICATION COMPLETION

The qualification completion rate (SAC Eligible EFTS) for:

		Draft 2016	Target 2016	Actual 2015
All students	Levels 1-2	71.64%	65%	62.00%
	Level 3 and above	55.39%	72%	64.30%
	Level 4 and above	61.55%	72%	67.00%
Under 25	Level 3 and above	45.05%	62%	61.20%
	Level 4 and above	51.54%	63%	64.10%
Māori	Level 3 and above	52.32%	66%	56.10%
	Level 4 and above	57.74%	67%	56.70%
Pasifika	Level 3 and above	52.57%	66%	61.60%
	Level 4 and above	57.95%	67%	57.70%

QUALIFICATION COMPLETION

58%

ALL STUDENTS

Qualification completion rate (SAC Eligible EFTS)

STUDENT RETENTION

The student retention rate (SAC Eligible student count) for:

		Draft 2016	Target 2016	Actual 2015
All students	Levels 1-2	64.77%	75%	70.00%
	Level 3 and above	70.47%	67%	71.06%
Māori	Level 3 and above	66.06%	67%	68.69%
Pasifika	Level 3 and above	69.28%	65%	73.38%

STUDENT RETENTION

67%

ALL STUDENTS

Student retention rate (SAC Eligible student count)

STUDENT PROGRESSION

The student progression rate for students (SAC Eligible student count) at level 1-3, to a higher level

		Draft 2016	Target 2016	Actual 2015
All students	Levels 1 & 2, to a higher level	46.34%	41%	40.00%
	Levels 1-3, to a higher level	37.35%	39%	32.49%
Māori	Levels 1-3, to a higher level	40.73%	39%	36.09%
Pasifika	Levels 1-3, to a higher level	38.24%	34%	29.76%

OTHER COMMITMENTS

INTERNATIONAL STUDENTS

672

EFTS

	Draft 2016	Target 2016	Actual 2015
The number of international student EFTS	671.71	350	525.60
Youth Guarantee (YG)	198.28	291	229.70
Adult Community Education (ACE)	67.79	81	77.60
Full Cost Recovery (FCR)	146.82	58	108.56
Industry Training Organisation (ITO)	219.10	354	145.50
STAR & Trades Academy	152.14	97	137.88

Statement of Service Performance

OVERVIEW

In 2016, NorthTec's core mission was to be a leader in the excellence of the learning experience for our students; employability of our graduates; and contribution to the economic and social development of Te Tai Tokerau.

NorthTec's Council has been working on a strategic refresh project in response to the identified need for a formal strategic planning model that addresses issues of consultation, operational integration, measurement and reporting, leadership and implementing the strategy component of the 2015 Excellence Evaluation.

A new strategy and associated plans will be developed for implementation in early 2017. This will allow NorthTec to consolidate, refocus and provide better educational outcomes to improve Northland's economy and the wellbeing of the region. This also provides an opportunity to clarify, communicate and socialise the strategy through review workshops with iwi, NorthTec staff, employers, community and TEC. The new strategy will be more representative of community needs as a result of the consultative development and review process.

Since 2012, 64 new programmes have been developed and approved for delivery at NorthTec. This list includes 39 NZ certificates, eight NZ diplomas, ten national or local certificates and diplomas, five graduate diplomas and two degrees. In this time, only one application for approval has been declined by NZQA. We have recently worked collaboratively with the team from Te Hono o Te Kahurangi in the evaluation and approval of programmes within the Mātauranga Māori area. In 2016 NorthTec offered 98 programmes of study leading to qualifications at levels 2 to 7.

The development of the new suite of New Zealand Qualifications from levels 1 to 6, led by NZQA, included wide consultation with industry stakeholders. Programmes include internships and other real-world learning opportunities wherever possible. In 2016, work-based or work-like education and assessment components formed an essential aspect of student

learning in nursing and social work, business, science, conservation and environment, trades, primary industries, hospitality, hair and beauty and art.

STEM and ICT continue to be focus areas for the development of pathways from school and community and at diploma level. Approval was gained to deliver the new NZDE (Civil) and strong relationships have been developed with an Australian education provider to enable Northland students to pathway into a degree level engineering qualification while living and working within Northland.

NorthTec's continued focus on STEM has seen the approval of the NZ Diploma in Engineering (Electrical and Electronics) which will be delivered in 2017. A successful bid for EE2E project funding has enabled NorthTec to extend our marketing and engagement efforts within the schools sector in Northland.

Flexible and responsive education in Te Tai Tokerau requires local delivery of a range of appropriate courses in a variety of learning settings. This is evidenced by the number of programmes delivered throughout the North. It also means the provision of courses at times that suit our learners, with opportunities for a mix of distance, online and face-to-face learning experiences.

NorthTec has been providing blended learning through NorthNet on the Moodle platform since 2003. Use of a blended approach to learning has increased over the past three years with NorthNet now providing access to online components for 35 programmes and hundreds of courses. This enables students to learn in the way that suits their learning needs. Tutors use NorthNet in a range of ways, from the fully online Diploma in Applied Writing, blended learning on the Bachelor of Nursing, and web support for specific course requirements in Business, Environment, Sport and Recreation and Foundation learning. The number of users has grown at between 10 and 20 per cent each year for the past three years, with an average of 600 discrete users accessing NorthNet each day in 2016.



GRADUATE *profile*

Nick Noble - Forestry

Nick was already working in the forestry industry when his employer organised training for some of his crew.

He said: "I'm working with a company that is keen to upskill us and that pays well. Training on the job means you get to apply what you've learnt straight away.

"The training was a mix of on-the-job work, paperwork, and study material to do at home, and it provided me with a lot more technical knowledge and understanding of why we do what we do. It also introduced me to the importance of having safe habits - we now put safety before everything else.

"It was directly relevant to what we are doing every day, and the tutor was patient and explained things in a way that was easy to understand. The training gave me more job security and increased my self-worth."

Nick completed advanced forestry programmes up to level 4, and aims eventually to work as a sub-contractor in the industry.



PRIORITY 1

Delivering skills for industry

NorthTec is well connected to industry, community and the region. Te Tai Tokerau is a very “local” region and stakeholder engagement tends to be based on personal as well as organisational relationships at all levels. The Nursing programme area is an example of well-managed relationships across all levels of NorthTec, from Director through to tutors, student support staff and students. Positive and longstanding relationships with the Nursing Council of New Zealand, the New Zealand Nurses Organisation, District Health Boards, Primary Health Organisations and medical practitioners, result in positive outcomes for students during clinical placement and when seeking employment.

NorthTec maintains relationships with a number of industry forums (for example Northland Intersectoral Forum, Northland Inc) in the region and also runs Local Advisory Committees and processes to ensure programmes continue to meet student, employer and community needs and expectations. IPL (Independent Petroleum Laboratories) has worked closely with NorthTec to develop new programmes of study, and promoted interest in science careers in Northland in various ways such as student visits, internships and science fairs. It is a key employer for NorthTec graduates.

The New Zealand Institute of Building (NZIOB) signed a new seven-year Memorandum of Understanding with NorthTec showing its commitment to provide continuing support to NorthTec students. This maintains strong relationships with the local and national construction industry, allowing pathways and employment opportunities for students.

Tutors maintain strong connections with their past students and have well-developed relationships with the employers of Te Tai Tokerau. This enables tutors to keep up to date with the ongoing progress of their graduates.

The Bachelor of Applied Social Work is currently under development for delivery as a blended programme with the final (fourth) year to be available for fully online study to enable students to work while studying. The Bachelor of Nursing continues to provide successful outcomes for students in a flexible way with its mature blended learning programme.

In 2016, 99 per cent of students who responded to our surveys rated the overall performance of tutors as good or excellent. In terms of programme content, students liked: the hands-on, practical work; the tutors; learning and gaining new knowledge; engaging with other students; and being able to access resources online. The most valuable experiences were rated as: learning; growing and gaining confidence; meeting new people; their tutor, and tutor support.

An independently conducted student outcome survey covered the years from 2014 to 2016 and showed overall student satisfaction with NorthTec to be high (4.49 on a scale of 1-5) with a measurable increase in satisfaction over time (2014 vs 2015 vs 2016 graduates). The survey showed that 47 per cent of students were employed before they started their study and 76.8 per cent of the survey respondents were in employment after completing their qualification, with 76 per cent recognising their current job position to be relevant to their study.



GRADUATE *profile*

Brad Crosbie
- Automotive engineering

Brad was keen to get an apprenticeship at a Whangarei-based company which supplies and services heavy vehicles. He was advised by his potential employer to come to NorthTec and complete a programme in automotive engineering, to prepare him for the industry.

Brad completed the Level 3 National Certificate in Motor Industry (Vehicle Servicing) as well as a short course to gain an endorsement in Wheels, Tracks and Rollers.

He said: "I came into the programme with no knowledge of cars and I knew no-one in the course. It was awesome being with the other students and making new friends. We ranged in age and experience so everyone brought a new aspect of knowledge to the class.

"I learn best by doing and I learn quickly so I loved that our course was so hands-on and practical. We worked on real live cars that can't be on the road any more. The electrics stumped me the most but surprisingly it's also what interested me the most."

Armed with the right qualifications, Brad returned to the truck company and secured his Heavy Diesel apprenticeship. He is now working hard and continuing his learning on the job.

Priority 2:
Getting at-risk
young people
into a career

TERTIARY EDUCATION COMMISSION STRATEGIC

PRIORITY 2

Getting at-risk young people into a career

Northland's labour market opportunity sits with its young people, and education is a key strategy to achieve better outcomes in this area. NorthTec's main priority is to encourage participation. We recognise that the development of "soft skills" is not well captured, and that this is an important element of educational success for at-risk youth. We are working on better measures for these elements of achievement in our youth programmes so that stories of success are more systematically captured.

The professional skills project aimed to show distance travelled by students from the start of their programme to the end. All age groups were included but because of the focus on Level 2 learners, there was relatively high youth participation, with 66 per cent of students who took both baseline and follow-up surveys being 18 or younger.

The early results from this work showed, on average, an increase in self-rated "soft skills" in all three categories (attitudinal skills; key work skills; communication skills) from the beginning of the course to the end.

For most young people, achieving a tertiary qualification is a crucial milestone towards a successful working career. Qualifications provide evidence to employers of the skills and knowledge they have gained. Northland has the highest percentage of NEET (Not in Education, Employment or Training) youth in the country, with 19 per cent in 2016 compared with 12 per cent nationally.

The Te Tai Tokerau Trades Academy programmes continue to enable students to study free for a year at several secondary schools and NorthTec simultaneously, working towards nationally transferable qualifications in areas such as automotive and engineering, electronics, horticulture, hospitality and the arts. In 2016, 69 students participated in our academies in automotive, cookery and arts programmes, with 992 students joining STAR and taster courses. Almost 35 per cent of the 2016 academies students intend to continue their study via NorthTec programmes.



Dave Williams
Youth Guarantee (Automotive) tutor

STUDENT *profile*

Leah Land - Foundation student

Leah came to NorthTec after years of home-based schooling and some personal challenges. She was advised to start with a level 3 Foundation programme, to bring her learning skills up to scratch and prepare her for further study.

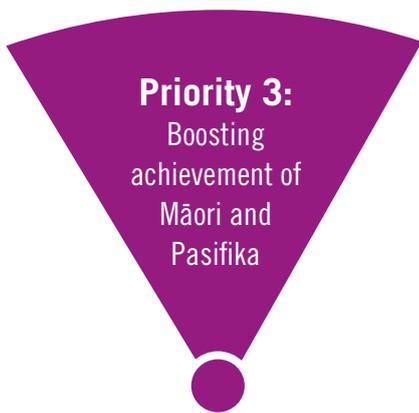
When she started Foundation Studies, she was keen to get into nursing or social services. However, after completing the 12-month programme she discovered that her true passion lay in the natural world.

Leah said: "I was home-schooled in rural Hokianga, so I loved having a teacher in a classroom and other students for support. When my parents moved to Whangarei I switched to Correspondence School; then after six months I had some personal struggles and found it harder to be motivated.

"I had an epiphany just before turning 18. I realised I was leaving school with next to nothing and needed to do something to turn my life around.

"I contacted NorthTec and asked for advice to stair-step my way into study. We narrowed the choices down to nursing and social services and I chose social services, but that needed level 3 Foundation Studies. Some aspects of science were a challenge but once I got the breakthrough moment and understood something, I loved it."





PRIORITY 3

Boosting achievement of Māori and Pasifika

The refurbished whare hui has provided opportunities for whakawhanaungatanga, learning in a culturally appropriate space, and free accommodation for regional students. The staff conference was hosted on the marae and included a number of professional development sessions with whanaungatanga as the focus. In 2016, students used the space throughout the year and the marae has also enhanced NorthTec's engagement with the local community and iwi through the hosting of a range of groups and events.

The launch of a new learning centre in Kaikohe, the heart of the Te Tai Tokerau region, represents NorthTec's commitment to providing high quality, relevant training programmes tailored to the needs of the local whānau, hapū and iwi and local labour markets. It allows us to increase access to a larger number and range of programmes with a focus on the needs of Ngāpuhi.

Providing social and cultural value to whānau, hapū and iwi within Te Tai Tokerau communities is high on the agenda of NorthTec staff and students. Students on a number of programmes get the chance to learn and apply work skills in realistic work environments while providing real benefit to communities. Some 2016 examples of local social benefit are shared below:

- Hospitality students provided value to staff and students of NorthTec while they learned each week in the Te Puna o Te Mātauranga Marae kitchen, preparing and serving low-cost lunches on a commercial cost-recovery basis. The young students have also learned a lot about nutrition and how to cook a range of economical, healthy meals for themselves and their families.
- Students working in trades-based programmes in the small regional communities of Kaiwaka and Kaikohe regularly apply their skills to community projects, such as repairing or painting community churches, marae, and recently NorthTec's new Kaikohe campus. Letters of thanks from community groups are good evidence of the value placed on this activity within the local area.

- The development of programmes of study for the qualifications, Manaaki Marae - Te Kauta, Te Wharekai (Kaupae 2) and Manaaki Marae - Te Nihowera, Te Ringawera (Kaupae 3), was done in partnership with Ngātiwai Trust Board as part of the Memorandum of Understanding with the view that these would be delivered using a partnership model. Plans are under way to provide students with opportunities to learn and potentially to gain employment at Oceans Hotel in Tutukaka, which is owned by the Ngātiwai Trust Board, following successful completion of the programme.
- NorthTec continues to work with Māori in a range of ways to improve engagement, participation, and achievement in our programmes.

The gap between Māori and non-Māori learner achievement has not reduced over the period from 2013 to 2016. NorthTec is comparable to other strongly performing ITPs in overall successful course completion and the new cohort calculation method of qualification completion places NorthTec in the top half of the sector. Improvement of Māori learner achievement, and increased Māori participation at diploma and degree level study, are important issues for NorthTec. Actions to improve are under way.

MĀORI	69% Course completion
	53% Qualification completion
PASIFIKA	76% Course completion
	67% Qualification completion



STUDENT *profile*

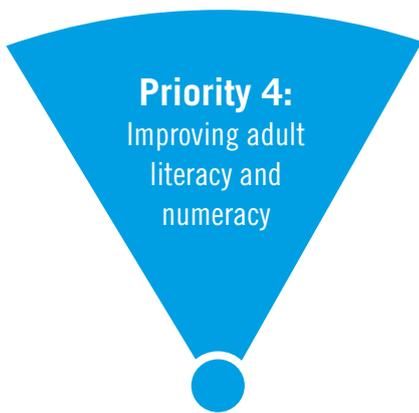
Regina Rapata - Bachelor of Applied Management

Regina is the mother of four small children, who juggles her studies with family commitments and part-time work as a NorthTec Promotional Assistant.

She said: “The love and support from fellow classmates and tutors empowered me to accomplish my dreams and discover a whole new world. I’m determined to better my life so am stair-stepping my way to an Applied Management degree with a double major in Business Transformation and Project Management. I’m studying part time in incremental steps doing three papers a semester.

“Online study wasn’t an option for me because I have the distraction of young children. The classroom environment gives me focus and the chance to bounce off the other students and get the support of the tutors. They point out where there is room for improvement and they know that I am measuring my results against myself, not with others.

“My aim is simply to pass so I can be a role model for my kids and be the first one in our family to get a qualification. I come from in a small remote coastal environment where it is hard to break out of a cycle of limited expectation, so this is huge for me. I have cried happy tears so many times when I get my results. All the sacrifices and juggling of family and deadlines are so worth it. I’m gaining a lot more than a qualification.”



Priority 4:
Improving adult
literacy and
numeracy

TERTIARY EDUCATION COMMISSION STRATEGIC

PRIORITY 4

Improving adult literacy and numeracy

Lifting literacy and numeracy skills of students and staff continues to be a priority for NorthTec in 2017. Twelve staff completed our National Certificate in Adult Literacy and Numeracy (NCALNE) qualification within an online learning environment, supported by seven face-to-face learning opportunities at each of Auckland, Whangarei and Kaitiaki campuses.

Nineteen staff started the qualification in semester two, and are on track to complete it by June 2017. This training has enabled them to raise their skills and has equipped them with strategies to develop the literacy and numeracy skills of learners. Staff have a clear understanding of how to administer the literacy and numeracy diagnostic tool, how to read the results of this tool, how to embed appropriate levels of literacy and numeracy skills into their schemes of work and how to align their teaching to the relevant levels of the Adult Learning Progressions.

Literacy and numeracy is embedded into all Level 2 programmes and further curriculum development work will ensure that embedded practice of literacy and numeracy

is business as usual at Level 3. Individual learning plans are prepared with learners that test at Steps 1 and 2 of the Adult Learning Progressions, with individual literacy and numeracy goals being set by the learners. Pathways Awarua is used as a resource by learners in their self-directed learning time and often used by tutors during timetabled teaching hours.

NorthTec learners have engaged well with the literacy and numeracy diagnostic tool, with 93 per cent of learners completing initial assessments, 11 per cent of learners making significant gains in reading and 12 per cent making significant gains in numeracy.

The online NCALNE programme was designed by NorthTec to meet the specific needs of staff to assist with the achievement of a fully embedded approach to literacy and numeracy at Levels 2 and 3. This programme continues to be a priority for professional development for all tutors teaching at Levels 2 and 3 at NorthTec.



Youth Guarantee (Hospitality) students



STAFF *profile*

Roger Rhodes - National Certificate in Adult Literacy and Numeracy Education

Improving levels of literacy and numeracy among adult learners is a key aim for NorthTec, especially in the context of our foundation, vocational and lower level programmes.

NorthTec developed and launched the online National Certificate in Adult Literacy and Numeracy Education (Vocational) programme to existing tutors, and it has become a mandatory requirement for NorthTec tutors of all Level 2 and 3 programmes.

The Level 5 NCALNE (Voc) programme includes effective use of the online Literacy and Numeracy Assessment Tool, to identify and assess student needs and evaluate and track their progress. Tutors are taught how to embed literacy and numeracy teaching into their programme development.

The first group of 12 tutors completed the programme in 2016, with a further 19 starting mid-year. Roger Rhodes, who teaches both construction and health and safety, was among the first to graduate from the programme, and has been applying the techniques he developed into his teaching practices.

He said the knowledge he had acquired for teaching numeracy, in particular, was extremely useful for both lower level construction students and learners at a higher level who are completing apprenticeships. "It has been a wonderful asset for me to have," he said.



Priority 5:
Strengthening
research-based
institutions

TERTIARY EDUCATION COMMISSION STRATEGIC

PRIORITY 5

Strengthening research-based institutions

Research is undertaken by NorthTec to create and share knowledge within Te Tai Tokerau, to inform our business activity and to inform and enhance teaching and learning. Collaborative research activity undertaken by students and tutors provides contextual learning and is able to be tailored to the needs of potential employers. Students and tutors are able to conduct research that contributes to their learning while creating real-world experience and developing relationships in community and with industry. NorthTec has produced quality research of local and national value in environmental, health, art and technology initiatives over a number of years. The number of research outputs produced within the organisation has increased from 121 in 2015, to 143 in 2016.

Two applications for external funding were submitted in the STEM area, with one successful \$300,000 bid received for the Engineering Secondary-Tertiary Pathways Project. Working in partnership with local secondary schools, NorthTec has begun development of a programme to raise awareness of engineering careers and prepare students to study towards the New Zealand Diploma in Engineering (NZDE). The intention is also to increase participation in engineering education from under-represented groups such as Māori and women. The programme starts in 2017 with a variety of 'taster' engineering experiences for Year 10 to 13 students at NorthTec.

Local industry will play a big role in the programme. Engineers will initially be involved as guest speakers, with the programme extending later on to include industry mentors. NorthTec will also discuss possibilities such as cadetships with local employers. It currently offers the NZDE – Civil, and will also offer the NZDE – Electrical from 2017.

The collaborative Digit Project, looking at the development of digital literacy in a Māori community with Pehiaweri Marae, funded in 2015 through the Ministry of Business, Innovation and Employment's Te Pūnaha Hihiko – Vision

Mātauranga Capability fund, won several awards in 2016. These included: Best Educational Innovation CITRENZ; Excellence in IT Education; one of three finalists in the NZ Excellence in Education awards, IT New Zealand; and Best Innovation Creating Social Wellbeing for Māori at the Northland Health and Social Innovation Awards.

Kimihia Rangahaua – Tai Tokerau Research Symposium was co-hosted at Te Puna o Te Mātauranga Marae in partnership with Massey University to celebrate Tai Tokerau researchers and to scope a more coordinated research agenda for the region. NorthTec is seeking to work alongside the Committee and partners to strengthen our work in Māori research for 2017. The symposium was also sponsored by Ako Aotearoa, Te Rūnanga a Iwi o Ngāpuhi and Te Reo o Ngāti Hine.

NorthTec is involved with the SET for Work, SET for Life Te Tai Tokerau research project in a response to a national move towards a more joined-up Vocational Education and Training (VET) system that supports the achievement of sustainable employment outcomes and higher skills for learners and businesses. This pilot project of 30 learners leverages off relationships between The Skills Organisation, Primary ITO, NorthTec and Te Matarau Education Trust and is designed to analyse and investigate the need for a demand-led, collaborative and responsive VET system.

Ako Aotearoa supported a joint Te Matarau/NorthTec research project: Kai tu tangata ai tatou, puta noa i te ao (We will stand with confidence and competence anywhere in the world), that has been completed this year. This project inquired into 1,269 learners' experiences of barriers to study. The study identified issues of finance, transport, literacy, housing, access to the internet and child care. The research also demonstrated the huge aspirations learners hold for their education and employment.



STAFF profile

Kura Te Waru-Rewiri

Renowned Māori artist, Kura Te Waru-Rewiri, was among the NorthTec tutors whose work was exhibited in China as part of an international artistic exchange.

Kura, who project managed the stunning transformation of the NorthTec marae in 2015, produced works which were sent to China for display in Haikou, Whangarei's sister city, in November and December.

The *In Dialogue* exhibition featured the works of 12 NorthTec arts tutors, and a current or former student selected by each tutor. A total of 24 artworks in a variety of media made up the exhibition, which was displayed in Haikou and the major city of Guangzhou. In Haikou, a city of two million people, the exhibition was shown at NorthTec's partner college, Haikou College of Economics, and the Haikou City Gallery.

A bilingual catalogue to support the exhibition was created. The exhibition's title was chosen to reflect the fact that it represents an artistic dialogue between the tutors and their students, while also presenting an opportunity to engage in a cross-cultural dialogue with Chinese art enthusiasts.

As well as Kura, the participating NorthTec tutors were Alysnn Middelgouw-Marsden, Murray Gibbs, Lindsay Marks, Ellie Smith, Jade Morgan, Jason Povey, Lisa Clunie, Lorraine King, Te Hemoata Henare, Faith McManus and Te Kuiti Stewart. Artworks by their Chinese counterparts were due to be exhibited at NorthTec in a return exhibition in 2017.



PRIORITY 6

Growing international linkages

There are now three NorthTec campuses providing efficient and effective education and support to our international students (672 EFTS), with a number of diverse programmes and products in place. This includes new programmes at the Newmarket and Queen Street campuses. Whangarei campus continues to be the administration hub for all three and now controls enrolments, allowing for a more streamlined process for our students. The leasing of apartments in Whangarei ensures that we will have quality accommodation available for students who wish to leave homestays and live in a more independent setting.

NorthTec's Pearson Test of English (PTE) Academic test centre was officially opened in 2016 and is now testing between 80 and 100 people per week. PTE Academic is the world's leading computer-based test of English for study abroad and immigration.

The international recruitment team focused on improved immigration statistics with Immigration New Zealand (INZ). A four per cent improvement was gained to reach an off-shore percentage total of 67 per cent, and our global percentage showed an increase of five per cent, resulting in a total of 80 per cent which is the target set by INZ.

NorthTec's China Partnership Programme continues to grow with the addition of a joint programme with Yiwu College which was approved by the Chinese government in late 2016. The initial stage of the programme involves hosting 15 tutors from the college for a three-month training programme, in expectation of the first student enrolments in September 2017. Our first cohort of 30 students from a middle school partnership in Guangzhou

will arrive in July 2017 to begin their classes in Information Systems and Electrical Engineering. This is the culmination of three years' work and a number of NorthTec tutors spending time in China with the partnership school, carrying out tutor training and providing evening support classes to students.

NorthTec is now beginning to diversify its markets, with the addition of a new South East Asia Marketing Manager and the potential to develop partnerships with schools in the Philippines and Germany.

International students

672 EFTS (2016)

526 EFTS (2015)

↑ 28%

International students

HEADCOUNT

↑ 38%

GRADUATE *profile*

Jaspreet Singh - Cookery

Jaspreet came to NorthTec to study cookery, with a view to working in Northland's busy hospitality industry.

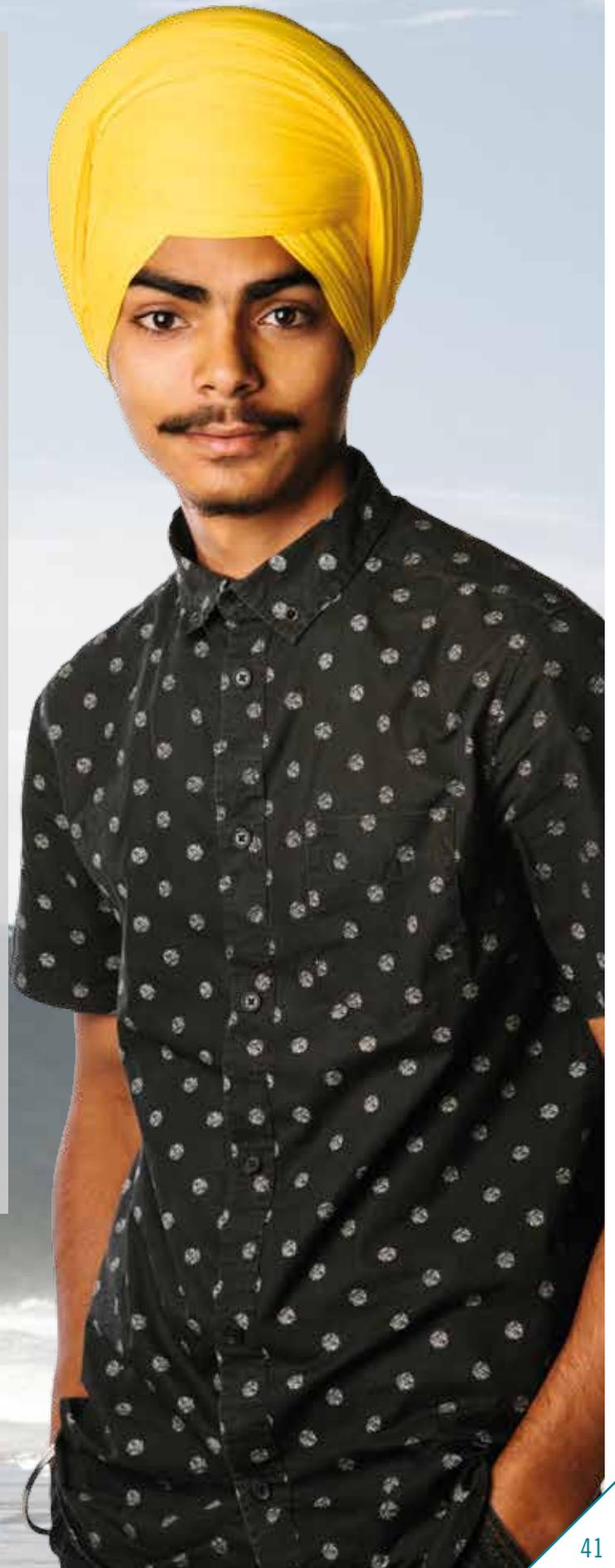
He completed a Level 4 Certificate in Cookery, which covered a wide range of cooking styles including complex dishes. The programme also taught him how to prepare Western-style cocktail food, finger food and canapés.

After acquiring a good knowledge of New Zealand cookery, Jaspreet moved on to the Level 5 New Zealand Diploma in Cookery (Advanced), which took his learning to a new level. He successfully learned how to cater for large numbers of people and to manage staffing, supplies and workflow.

Jaspreet said: "I really enjoyed the way my tutors taught in class, whether it was theory or practical. The course itself taught me a lot about the culture and taste of New Zealand. Being a vegetarian did not stop me from learning Western cooking styles and approaches.

"The environment is relaxed, there is plenty of support from NorthTec staff and Northland has a diverse culture, beautiful scenery and friendly people. It gives me reason to enjoy and smile a lot more each day."

After two years of intensive studying, Jaspreet is now working as a chef at a popular café in the Whangarei area.





Tasha Paton
Academic advisor: Literacy and numeracy



2016

Financial

Reporting

Audit REPORT

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Independent Auditor's Report

To the readers of Northland Polytechnic's financial statements and statement of service performance for the year ended 31 December 2016

The Auditor-General is the auditor of Northland Polytechnic (the Polytechnic). The Auditor-General has appointed me, Leon Pieterse, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and statement of service performance of the Polytechnic on his behalf.

Opinion

We have audited:

- the financial statements of the Polytechnic on pages 48 to 81, that comprise the statement of financial position as at 31 December 2016, the statement of comprehensive revenue and expenses, 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 Polytechnic on pages 25 to 41.

In our opinion:

- the financial statements of the Polytechnic on pages 48 to 81:
 - present fairly, in all material respects:
 - its financial position as at 31 December 2016; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand¹ in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance of the Polytechnic on pages 25 to 41 presents fairly, in all material respects, the Polytechnic's service performance achievements measured against the proposed outcomes described in the investment plan for the year ended 31 December 2016.

Our audit was completed on 28 April 2017. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information, and we explain our independence.

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.

¹ Note, section 154 of the Crown Entities Act, requires TEs to prepare their financial statements in accordance with generally accepted accounting practice, and section 460 of the Financial Markets Conduct Act 2013 requires entities, which are FMC reporting entities, to prepare financial statements in accordance with generally accepted accounting practice.

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

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

The Council is also responsible on behalf of the Polytechnic for preparing a statement of service performance that is fairly presented.

The Council is responsible for such internal control as it determines is necessary to enable it 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 Council is responsible on behalf of the Polytechnic for assessing the Polytechnic's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the Polytechnic or to cease operations, or has no realistic alternative but to do so.

The Council'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 statement of service performance, our procedures were limited to checking that the information agreed to:

- the Polytechnic's Council approved budget for the financial statements; and
- the 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 Polytechnic's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Polytechnic's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Polytechnic to cease to continue as a going concern.
- 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 communicate with the Council 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 Council is responsible for the other information. The other information comprises the information included on pages 3 to 20 and 84 to 101, 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 Polytechnic in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in the Polytechnic.



Leon Pieterse
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand

Statement of RESPONSIBILITY

For the year ended 31 December 2016

In terms of the Education Act 1989 and the Crown Entities Act 2004, Council and Management certify that:

- 1** We have been responsible for the preparation of these financial statements and the statements of service performance for Northland Polytechnic and the judgements used therein.
- 2** We have been responsible for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial information.
- 3** We are of the opinion that these financial statements and the statements of service performance fairly reflect the financial position of Northland Polytechnic as at 31 December 2016 and the results of the operations for the year ended 31 December 2016.



Vern Dark
Council Chairperson
28 April 2017



Mark Ewen
Chief Executive (Acting)
28 April 2017

FINANCIAL

Statements and Notes

Statement of Comprehensive Revenue and Expense for the year ended 31 December 2016

		Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000
Revenue				
Government grants	Note 3	27,580	28,790	27,536
Tuition fees	3	15,328	16,997	13,579
Other revenue	3	1,772	1,630	1,648
Total revenue		44,680	47,417	42,763
Expenses				
Personnel costs	4	26,773	27,173	25,179
Depreciation and amortisation expense	10, 11	2,782	2,632	2,774
Other expenses	5	15,069	16,427	13,897
Total expenses		44,624	46,232	41,850
Surplus/(deficit)		56	1,185	913
Other comprehensive revenue and expense				
Transfer to reserves	16	-	-	-
Property revaluations	16	5,128	-	-
Total other comprehensive revenue and expense		5,128	-	-
Total comprehensive revenue and expense		5,184	1,185	913

Explanations of major variations against budget are provided in note 21.

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS AND NOTES

Statement of Financial Position as at 31 December 2016

	Note	Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000
Assets				
Current assets				
Cash and cash equivalents	6	2,085	17,148	3,735
Receivables	7	3,421	918	793
Other financial assets	8	14,063	-	11,563
Inventories	9	35	40	40
Prepayments		413	394	391
Total current assets		20,017	18,500	16,522
Non-current assets				
Other financial assets	8	500	-	-
Property, plant and equipment	10	42,436	36,960	37,934
Intangible assets	11	1,042	829	629
Investment in other entities	12	-	-	-
Total non-current assets		43,978	37,789	38,563
Total assets		63,995	56,289	55,085
Liabilities				
Current liabilities				
Payables	13	2,909	2,295	2,275
Deferred revenue	14	6,508	3,808	3,644
Employee entitlements	15	1,428	1,210	1,210
Total current liabilities		10,845	7,313	7,129
Non-current liabilities				
Employee entitlements	15	19	9	9
Total non-current liabilities		19	9	9
Total liabilities		10,864	7,322	7,138
Net assets		53,131	48,967	47,947
Equity				
General funds	16	31,371	32,202	31,182
Property revaluation reserves	16	21,679	16,684	16,684
Restricted reserves	16	81	81	81
Total equity		53,131	48,967	47,947

FINANCIAL STATEMENTS AND NOTES

Statement of Changes in Equity for the year ended 31 December 2016

	Note	Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000
Balance at 1 January		47,947	47,782	47,034
Transfer to reserves		-	-	-
Total comprehensive revenue and expense		5,184	1,185	913
Balance at 31 December	16	53,131	48,967	47,947

Statement of Cash Flows for the year ended 31 December 2016

	Note	Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000
Cash flows from operating activities				
Receipts from government grants		27,613	27,374	27,536
Receipts from tuition fees		15,884	18,757	14,173
Interest revenue received		630	571	654
Dividends received		43	-	43
Receipts from other revenue		858	682	1,648
Payments to employees		(26,544)	(27,221)	(25,122)
Payments to suppliers		(14,967)	(16,488)	(14,143)
Goods and services tax (net)		295	300	19
Net cash flow from operating activities		3,812	3,975	4,808
Cash flows from investing activities				
Receipts from sale of property, plant and equipment		136	-	-
Application of student hardship funds		2	-	-
Purchase of property, plant and equipment		(1,969)	(1,728)	(2,318)
Purchase of intangible assets		(631)	(396)	(163)
Purchase of investments		(30,363)	-	(11,563)
Receipts from sale/maturity of investments		27,363	-	11,263
Net cash flow from investing activities		(5,463)	(2,124)	(2,781)
Net (decrease)/increase in cash and cash equivalents		(1,651)	1,851	2,027
Cash & cash equivalents at beginning of the year		3,735	15,297	1,709
Cash & cash equivalents at end of the year		2,085	17,148	3,735

Explanations of major variations against budget are provided in note 21.

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS AND NOTES

Statement of Cash Flows for the year ended 31 December 2016 (continued)

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

	Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000
Surplus/(deficit)	56	1,185	913
Add/(less) non-cash items			
Depreciation and amortisation expense	2,782	2,632	2,774
Increase/(decrease) in non-current employee entitlements	10	-	(9)
Total non-cash items	2,792	2,632	2,765
Add/(less) items classified as investing or financing activities			
(Gains)/losses on disposal of property, plant and equipment	(107)	-	1
Student hardship funds	-	-	-
Total items classified as investing or financing activities	(107)	-	1
Add/(less) movements in working capital items			
(Increase)/decrease in receivables	(2,628)	125	(30)
(Increase)/decrease in inventories	5	-	(11)
(Increase)/decrease in prepayments	(22)	3	(28)
Increase/(decrease) in payables	634	(134)	(308)
Increase/(decrease) in deferred revenue	2,864	164	1,439
Increase/(decrease) in current employee entitlements	218	-	67
Net movement in working capital items	1,071	158	1,129
Net cash flow from operating activities	3,812	3,975	4,808

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS AND NOTES

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1. STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

Northland Polytechnic, trading as NorthTec, is a TEI that is domiciled and operates in New Zealand. The relevant legislation governing NorthTec's operations includes the Crown Entities Act 2004 and the Education Act 1989.

NorthTec provides educational and research services for the benefit of the community. It does not operate to make a financial return.

NorthTec has designated itself a public benefit entity (PBE) for financial reporting purposes.

The financial statements of NorthTec are for the year ended 31 December 2016. The financial statements were authorised for issue by the Council on 28 April 2017.

BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of NorthTec have been prepared in accordance with the requirements of the Crown Entities Act 2004 and the Education Act 1989, which include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements have been prepared in accordance with Tier 1 PBE accounting standards.

These financial statements comply with PBE accounting standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values, other than the related party transaction disclosures in Note 18, are rounded to the nearest thousand (\$000). Related party transaction disclosures are rounded to the nearest dollar.

Standards issued and not yet effective and not early adopted

There are no standards issued and not yet effective that are relevant to NorthTec.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the start of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item and the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether NorthTec will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Foreign currency transactions

Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into New Zealand dollars (the functional currency) using the spot exchange rate prevailing at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Goods and services tax

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

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

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

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

Budget figures

The budget figures are those approved by the Council at the start of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Estimating the fair value of land, buildings and infrastructure – refer to Note 10.

Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies for the year ended 31 December 2016:

- Distinction between revenue and capital contributions – refer to Note 3
- Research revenue – refer to Note 3
- Crown-owned land and buildings – refer to Note 10.

2. SUMMARY COST OF SERVICES

ACCOUNTING POLICY

The cost of service for each significant activity of NorthTec has been derived using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific significant activity.

Direct costs are charged directly to significant activities.

There have been no changes to the cost allocation methodology since the date of the last audited financial statements.

Breakdown of summary cost of services for NorthTec	Actual	Budget	Actual
	2016	2016	2015
	\$000	\$000	\$000
Revenue			
Creative Industries and Languages	2,729	3,290	2,724
Foundation Learning	1,948	2,540	2,587
Health and Applied Sciences	8,053	7,809	8,002
Commerce	2,410	2,749	2,366
Graham Lowe Academy	286	972	271
Primary Industries	6,933	6,954	6,436
Trades	8,415	7,665	8,705
Service Industries	3,299	4,004	3,164
Workplace Safety	1,428	1,343	1,443
Other activities international	6,367	7,489	4,919
<i>Total revenue from services</i>	41,868	44,815	40,619
Other support services income	2,812	2,602	2,144
Total revenue	44,680	47,417	42,763
Expenses			
Creative Industries and Languages	1,359	1,458	1,602
Foundation Learning	1,177	1,266	1,254
Health and Applied Sciences	3,197	3,298	3,194
Commerce	1,172	1,208	1,136
Graham Lowe Academy	497	518	452
Primary Industries	3,634	4,040	3,344
Trades	4,650	4,543	4,379
Service Industries	2,416	2,541	2,207
Workplace Safety	789	686	754
Other activities international	4,919	6,017	4,075
<i>Total cost of services</i>	23,810	25,575	22,397
Other support services cost	20,814	20,657	19,452
Total expenses	44,624	46,232	41,850

3. REVENUE

ACCOUNTING POLICY

Revenue is measured at fair value.

The specific accounting policies for significant revenue items are explained below:

Student Achievement Component (SAC) funding

SAC funding is NorthTec's main source of operational funding from the Tertiary Education Commission (TEC). NorthTec considers SAC funding to be non-exchange and recognises SAC funding as revenue when the course withdrawal date has passed, based on the number of eligible students enrolled in the course at that date and the value of the course.

Student tuition fees

Domestic student tuition fees are subsidised by government funding and are considered non-exchange. Revenue is recognised when the course withdrawal date has passed, which is when a student is no longer entitled to a refund for withdrawing from the course.

International student tuition fees are accounted for as exchange transactions and recognised as revenue on a course percentage of completion basis. The percentage of completion is measured by reference to the days of the course completed as a proportion of the total course days.

Performance-Based Research Fund (PBRF)

NorthTec considers PBRF funding to be non-exchange in nature. PBRF funding is specifically identified by the TEC as being for a funding period as required by section 159YA of the Education Act 1989. NorthTec recognises its confirmed allocation of PBRF funding at the commencement of the specified funding period, which is the same as NorthTec's financial year. PBRF revenue is measured based on NorthTec's funding entitlement adjusted for any expected adjustments as part of the final wash-up process. Indicative funding for future periods is not recognised until confirmed for that future period.

Other grants received

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance when received and recognised as revenue when the conditions of the grant are satisfied.

Donations, bequests and pledges

Donations and bequests are recognised as revenue when the right to receive the fund or asset has been established, unless there is an obligation in substance to return the funds if conditions of the donation or bequest are not met. If there is such an obligation, they are initially recorded as revenue in advance when received and recognised as revenue when the conditions are satisfied. Pledges are not recognised as assets or revenue until the pledged item is received.

Sales of goods

Revenue from sales of goods is recognised when the product is sold to the customer.

Interest and dividends

Interest revenue is recognised using the effective interest method.

Dividends are recognised when the right to receive payment has been established.

3. REVENUE (CONTINUED)

CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

Distinction between 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, NorthTec accounts for the funding as a capital contribution directly in equity.

Research revenue

NorthTec exercises its judgement in determining whether funding received under a research contract is an exchange or non-exchange transaction. In making its judgement, NorthTec considers factors such as:

- Whether the funder has substantive rights to the research output. This is a persuasive indicator of exchange or non-exchange.
- How the research funds were obtained - for example, whether through a commercial tender process for specified work or from applying to a general research funding pool.
- Nature of the funder.
- Specificity of the research brief or contract.

Judgement is often required in determining the timing of revenue recognition for contracts that span a balance date and for multi-year research contracts.

	2016 \$000	2015 \$000
i) Government grants		
Tertiary Education Commission		
Student Achievement Component (SAC) funding	25,076	25,151
Performance-Based Research Funding	95	100
Adult Community Education (ACE)	301	345
Total Tertiary Education Commission	25,472	25,596
Other		
Other grants	384	264
Quest Rapuara (STAR)	578	575
Industry Training Organisations (ITO)	1,146	1,101
Total Other	2,108	1,940
Total Government grants	27,580	27,536
ii) Tuition fees		
Fees from domestic students	6,299	6,459
Fees from international students	9,029	7,120
Total tuition fees	15,328	13,579
iii) Other revenue		
Café revenue	369	392
Interest	630	654
Dividends	43	43
Rent received	117	136
Other revenue	613	423
Total other revenue	1,772	1,648

4. PERSONNEL COSTS

ACCOUNTING POLICY

Superannuation schemes

Defined contribution schemes

Employer contributions to KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are accounted for as defined contribution schemes and are recognised as an expense in the surplus or deficit when incurred.

	2016	2015
Breakdown of personnel costs and further information	\$000	\$000
Academic salaries	14,580	13,264
General salaries and wages	11,410	11,128
Redundancies	188	245
Employer contributions to defined contribution scheme	595	542
Total personnel costs	26,773	25,179

For the year ended 31 December 2016, NorthTec made 2 (2015: 3) severance payments to employees totalling \$56,700 (2015: \$28,500).

Council member remuneration		2016	2015
		\$000	\$000
Councillor remuneration paid or payable during the year was:			
Vern Dark	Chairperson	29	29
Wayne Jackson	Deputy Chairperson	18	-
Warren Moyes		14	10
Anna Cassells-Brown	Resigned August 2016	11	14
Jane Hindle		14	14
John Mote	Resigned May 2016	7	14
Bronwyn Yates		14	-
Karleen Everitt		14	11
Eru Lyndon	Appointed August 2016	5	-
Kate Cherrington	Appointed September 2016	4	-
Erima Henare	Deputy Chairperson (until June 2015)	-	8
Clare Davies-Colley	Resigned December 2015	-	14
Brian Roberts	Resigned December 2014	-	1
Total remuneration of council		130	116

No Councillors received compensation or other benefits in relation to cessation (2015: \$nil)

5. OTHER EXPENSES

ACCOUNTING POLICY

Scholarships

Scholarships awarded by NorthTec that reduce the amount of tuition fees payable by the student are accounted for as an expense and not offset against student tuition fees revenue.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Breakdown of other expenses and further information	2016	2015
	\$000	\$000
Fees to auditor		
Fees to Audit New Zealand for audit of financial statements	112	110
Provision for fees and disbursements to Audit New Zealand including prior year	6	11
Fees to other audit firms for other services	10	34
Operating lease payments	1,391	1,407
Repairs and maintenance	588	468
Other occupancy costs	750	806
Information technology	665	648
Advertising and public relations	632	633
Insurance premiums	164	145
Consultants and legal fees	517	375
Office costs	1,180	1,153
Travel and accommodation	484	411
Other course-related costs	7,180	6,614
Impairment of receivables	176	159
Council remuneration	130	116
Loss on sale of property plant and equipment	(37)	1
Staff development and training (P/D)	374	335
Other operating expenses	747	471
Total other expenses	15,069	13,897

The fees for other audit services for the year ended 31 December 2016 were paid to BDO Northland Ltd for internal audit services for a fee of \$9,800 (2015: \$8,000).

5. OTHER EXPENSES (CONTINUED)

Operating leases as lessor

NorthTec sub-leases a portion of the Raumanga Campus property to Te Wānanga o Aotearoa under an operating lease arrangement. The initial lease had a term of 3 years with 3 rights of renewal each for 3 years. The sub-lease is approaching the end of its current right of renewal period in July 2017. The future aggregate minimum lease payments to be collected under non-cancellable operating leases are as follows:

	2016	2015
	\$000	\$000
Not later than one year	114	114
Later than one year but not later than five years	569	456
Later than five years	57	285
Total non-cancellable operating leases	740	855

Operating leases as lessee and sublessee

NorthTec leases property, plant and equipment in the normal course of business. The leases have varying non-cancellable terms of at least 36 months and up to 10 years.

The long-term lease on the Futures Trades Centre building is \$605,992 per year with 19 months left on the current renewal period. Renewal options are available with 3 periods of 5 years each. NorthTec is planning to implement these options when they become available. The remaining renewal dates are 1 August in years 2018, 2023 and 2028. Rent is to be reviewed to market in 2018 and 2028, and on the basis of the movement of the annual Consumer Price Index over the previous 5 years plus 1% per annum in 2023.

NorthTec has entered into an operating lease commencing February 2017 to provide international student accommodation located at Central Avenue in Whangarei. The initial lease term is for 10 years with one right of renewal of 10 years.

The future aggregate minimum lease payments payable under non-cancellable operating leases are as follows:

	2016	2015
Lease	\$000	\$000
Not later than one year	1,105	958
Later than one year but not later than five years	4,412	3,070
Later than five years	5,637	8,106
Total non-cancellable operating leases	11,155	12,134
Sublease		
Not later than one year	85	-
Later than one year but not later than five years	150	-
Later than five years	-	-
Total non-cancellable operating sublease	235	-

Contingent Rent

NorthTec has a lease contract with Fuji Xerox New Zealand Limited for its printing devices with 13 months left on the lease. The pricing structure is based on set contract rates for devices charged on monthly print volumes.

6. CASH AND CASH EQUIVALENTS

ACCOUNTING POLICY

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

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Breakdown of cash and cash equivalents and further information	2016 \$000	2015 \$000
Cash at bank and on hand	8	7
Call deposits	2,077	2,728
Term deposits with maturities less than 3 months at acquisition	-	1,000
Total cash and cash equivalents	2,085	3,735

The carrying value of cash at bank, call deposits, and term deposits with maturities less than three months approximates their fair value.

7. RECEIVABLES

ACCOUNTING POLICY

Receivables are recorded at the amount due, less any provision for uncollectability.

A receivable is considered uncollectable when there is evidence that the amount due will not be fully collected. The amount that is uncollectable is the difference between the amount due and the present value of the amount expected to be collected.

Breakdown of receivables and further information	2016 \$000	2015 \$000
Student fee receivables		
Student fee receivables	3,139	1,197
Less: provision for impairment	(89)	(499)
Net student fee receivables	3,050	698
Other receivables		
Other	371	95
Total receivables	3,421	793

7. RECEIVABLES (CONTINUED)

Fair value

Student fees are due before a course begins or are due upon enrolment if the course has already begun. Student fee receivables are non-interest bearing and are generally paid in full by the course start date, therefore, their carrying value approximates their fair value. For courses that span more than one semester, domestic students can arrange for fees to be paid in instalments.

Other receivables are non-interest bearing and are generally settled on 30-day terms, therefore, the carrying value of other receivables approximates their fair value.

Reclassification adjustment to the prior year comparative

A review of the receivables accounts has resulted in a reclassification of the prior year between student fee receivables and other receivables of \$366,000.

Assessment for uncollectability

The ageing profile of student fee receivables at year end is detailed below:

	2016			2015		
	Gross	Provision for uncollectability	Net	Gross	Provision for uncollectability	Net
	\$000	\$000	\$000	\$000	\$000	\$000
Not past due	2,885	-	2,885	70	-	70
Past due 1–30 days	47	-	47	70	-	70
Past due 31–60 days	37	-	37	45	-	45
Past due 61–90 days	44	-	44	206	-	206
Past due over 90 days	125	89	36	808	499	309
Total	3,138	89	3,049	1,198	499	699

The ageing profile of other receivables at year end is detailed below:

	2016			2015		
	Gross	Provision for uncollectability	Net	Gross	Provision for uncollectability	Net
	\$000	\$000	\$000	\$000	\$000	\$000
Not past due	371	-	371	90	-	90
Past due 1–30 days	-	-	-	2	-	2
Past due 31–60 days	-	-	-	-	-	-
Past due 61–90 days	-	-	-	-	-	-
Past due over 90 days	-	-	-	2	-	2
Total	371	-	371	95	-	95

Due to the large number of student fee receivables, the impairment assessment is performed on a collective basis, based on an analysis of past collection history and debt write-off. All receivables greater than 30 days in age are considered past due.

Movements in the provision for impairment of student fee receivables are as follows:

	2016	2015
	\$000	\$000
At 1 January	499	359
Additional provisions made during the year	(410)	140
At 31 December	89	499

NorthTec holds no collateral as security or other credit enhancements over receivables that are either past due or impaired.

8. OTHER FINANCIAL ASSETS

ACCOUNTING POLICY

Financial assets are initially recognised at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

Purchases and sales of financial assets are recognised on trade-date, the date on which NorthTec commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and NorthTec has transferred substantially all the risks and rewards of ownership.

Term deposits

Term deposits are initially measured at the amount invested. Where applicable, interest is subsequently accrued and added to the investment balance.

Impairment

A significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment. If impairment evidence exists, the cumulative loss recognised in other comprehensive revenue and expense is transferred from equity to the surplus or deficit.

Impairment losses on equity investments recognised in the surplus or deficit are not reversed through the surplus or deficit.

Breakdown of other financial assets and further information	2016	2015
	\$000	\$000
Current portion		
Term deposits with maturities greater than 3 months and remaining duration less than 12 months	14,063	11,563
<i>Total current portion</i>	14,063	11,563
Non-current portion		
Term deposits with maturities greater than 3 months and remaining duration greater than 12 months	500	-
<i>Total non-current portion</i>	500	-
Total other financial assets	14,563	11,563

Fair value

Term deposits

The fair value of current term deposits is deemed to be the carrying value.

Impairment

There were no impairment provisions for other financial assets. None of the financial assets are either past due or impaired.

9. INVENTORIES

ACCOUNTING POLICY

Inventories are held for distribution or for use in the provision of services. Inventories that are not supplied on a commercial basis are measured at cost adjusted, when applicable, for any loss of service potential.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition.

Inventories held for use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

Cost is allocated using first in, first out (FIFO) method, which assumes the inventories that were purchased first are distributed or used first.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the year of the write-down.

Breakdown of inventories and further information	2016	2015
	\$000	\$000
Inventories held for distribution		
Materials and consumables	33	37
Commercial inventories		
Student café	2	3
Total inventories	35	40

No inventories are pledged as security for liabilities (2015: \$nil). However, some inventories are subject to retention of title clauses.

Inventories held for distribution

There have been no write-downs of inventories held for distribution during the year (2015: \$nil) and there have been no reversals of write-downs (2015: \$nil).

10. PROPERTY, PLANT AND EQUIPMENT

ACCOUNTING POLICY

Property, plant, and equipment consist of the following asset classes: land, buildings, leasehold improvements, computer hardware, furniture and fittings, electronic equipment, motor vehicles, library collection and art collections. Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluations

Land and buildings are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from fair value. If there is evidence supporting a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant and equipment are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if it is probable that future economic benefits or service potential associated with the item will flow to NorthTec and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in property revaluation reserves in respect of those assets are transferred to general funds.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land and art collections, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Art collections are not depreciated because they are maintained such that they have indefinite or sufficiently long useful lives that any depreciation is considered to be negligible.

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Buildings	1% to 5%
Leasehold improvements	Life of lease
Furniture and fittings	10%
Electronic equipment	25%
Computer hardware	25%
Motor vehicles	20%
Library collection	10%
Art collection	Nil
Plant and tools	10%

Leasehold improvements are depreciated over the shorter of the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

Impairment of property, plant and equipment

Property, plant and equipment held at cost that have a finite useful life are reviewed for impairment at each balance date and 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 considered to be impaired and the carrying amount is written down to the recoverable amount. The 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.

Value in use for cash-generating assets

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return.

The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

Estimating the fair value of land, buildings and infrastructure

The most recent valuations of land and buildings were performed by independent registered valuers, M Richards ANZIV MPINZ and B Sworn MPINZ of Telfer Young Ltd. The valuation is effective as at 31 December 2016.

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 “unencumbered” land value for campus land where there is a designation against the land, or the use of the land is restricted because of reserve or endowment status. These adjustments are intended to reflect the negative effect on the value of the land where an owner is unable to use the land more intensely.

Restrictions on NorthTec’s ability to sell land would normally not impair the value of the land because NorthTec has operational use of the land for the foreseeable future and will subsequently receive the full benefits of outright ownership.

Buildings

Specialised buildings (e.g. campuses) are valued at fair value using depreciated replacement cost because no reliable market data is available for buildings designed for education delivery purposes.

Depreciation replacement cost is determined using a number of significant assumptions. Significant assumptions include:

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

Non-specialised buildings (e.g. residential buildings) are valued at fair value using market-based evidence. Market rents and capitalisation rates were applied to reflect market value.

CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

Crown-owned land and buildings

Property in the legal name of the Crown that is occupied by NorthTec is recognised as an asset in the statement of financial position. NorthTec considers that it has assumed all the normal risks and rewards of ownership of this property despite legal ownership not being transferred and accordingly it would be misleading to exclude these assets from the financial statements.

The legal ownership of land and buildings is detailed as follows:

	Land		Buildings	
	2016 \$000	2015 \$000	2016 \$000	2015 \$000
NorthTec-owned	2,243	2,619	18,475	19,287
Crown-owned	1,767	2,490	11,429	8,594
Total	4,010	5,109	29,904	27,881

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Breakdown of property, plant and equipment and further information

Movements for each class of property, plant and equipment are as follows:

2016	Cost / Revaluation					Accumulated Depreciation					Net Book Value	
	Balance at 1 Jan 2016	Additions/ reclassifi- cations	Revaluation increment/ (decrement)	Disposals	Balance at 31 Dec 2016	Balance at 1 Jan 2016	Depreciation	Disposal/ elimination on revaluation	Accumulated Depreciation on reclassifications	Balance at 31 Dec 2016	Balance at 1 Jan 2016	Balance at 31 Dec 2016
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Land	5,109	(1,349)	250	0	4,010	0	0	0	0	0	5,109	4,010
Buildings	26,470	1,695	1,799	0	29,964	2,065	1,018	(3,078)	(2)	3	24,405	29,961
Leasehold improvements	4,811	115	0	0	4,926	1,336	206	0	2	1,544	3,475	3,382
Computer hardware	4,145	464	0	(224)	4,385	2,986	578	(224)	0	3,340	1,159	1,045
Computers (Leased)	1,397	0	0	(779)	618	1,397	0	(779)	0	618	0	0
Electronic equipment	1,433	28	0	(34)	1,427	1,175	101	(34)	0	1,242	258	185
Electronic equipment (Leased)	27	0	0	0	27	27	0	0	0	27	0	0
Furniture and fittings	1,852	141	0	(15)	1,978	1,393	89	(3)	0	1,479	459	499
Library collection	2,600	124	0	0	2,724	2,011	116	0	0	2,127	589	597
Art collection	500	0	0	0	500	0	0	0	0	0	500	500
Motor vehicles	892	232	0	(165)	959	468	164	(109)	0	523	424	436
Office equipment	255	19	0	0	274	249	4	0	0	253	6	21
Plant and equipment	4,433	342	0	(417)	4,358	2,982	297	(390)	0	2,889	1,451	1,469
Work in progress	96	236	0	0	332	0	0	0	0	0	96	332
Total plant and equipment	54,020	2,047	2,049	(1,634)	56,482	16,089	2,573	(4,617)	0	14,045	37,931	42,437

2015	Cost / Revaluation					Accumulated Depreciation					Net Book Value	
	Balance at 1 Jan 2015	Additions/ reclassifi- cations	Revaluation increment/ (decrement)	Disposals	Balance at 31 Dec 2015	Balance at 1 Jan 2015	Depreciation	Disposal/ elimination on revaluation	Accumulated Depreciation on reclassifications	Balance at 31 Dec 2015	Balance at 1 Jan 2015	Balance at 31 Dec 2015
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Land	5,109	0	0	0	5,109	0	0	0	0	0	5,109	5,109
Buildings	26,144	327	0	0	26,470	1,026	1,039	0	0	2,065	25,118	24,406
Leasehold improvements	4,811	0	0	0	4,811	1,132	204	0	0	1,336	3,679	3,475
Computer hardware	3,497	647	0	0	4,145	2,400	586	0	0	2,986	1,098	1,159
Computers (Leased)	1,397	0	0	0	1,397	1,397	0	0	0	1,397	0	0
Electronic equipment	1,268	166	0	0	1,433	1,019	156	0	0	1,175	249	258
Electronic equipment (Leased)	27	0	0	0	27	27	0	0	0	27	0	1
Furniture and fittings	1,771	82	0	0	1,852	1,299	94	0	0	1,393	472	459
Library collection	2,487	113	0	0	2,600	1,896	115	0	0	2,011	591	590
Art collection	10	490	0	0	500	0	0	0	0	0	10	500
Motor vehicles	748	185	0	0	892	383	116	0	0	468	365	424
Office equipment	251	4	0	0	255	238	11	0	0	249	13	6
Plant and equipment	4,040	418	0	0	4,433	2,740	268	0	0	2,982	1,300	1,451
Work in progress	205	(109)	0	0	96	0	0	0	0	0	205	96
Total plant and equipment	51,765	13,557	0	0	54,020	13,557	2,589	0	0	16,089	38,209	37,934

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Restriction on title

Under the Education Act 1989, NorthTec is required to obtain consent from the Ministry of Education to dispose or sell off property where the value of the property exceeds an amount determined by the Minister.

Detailed information on the asset disposal rules can be found on the Tertiary Education Commission website.

Finance Leases

The net carrying amount of computers and electronic equipment (included within computer hardware) held under finance leases is nil (2015: nil).

Work in progress

The total amount of property, plant and equipment in the course of construction is \$332,417 (2015: \$95,659).

Work in progress by asset class is as follows:

	2016	2015
	\$000	\$000
Building structures	197	47
Computers	5	29
Furniture and fittings	20	5
Motor vehicles	43	0
Plant and equipment	67	15
Total work in progress	332	96

Capital commitments

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

The amount of contractual commitments for the acquisition of property, plant and equipment is:

	2016	2015
	\$000	\$000
Building structures	159	0
Computer hardware	96	85
Plant and equipment	46	0
Furniture and fittings	1	14
Total	302	99

11. INTANGIBLE ASSETS

ACCOUNTING POLICY

Software acquisition and development

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee-related costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Course development costs

Costs that are directly associated with the development of new educational 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.

Intellectual property development

Research costs are expensed as incurred in the surplus or deficit.

Development costs that are directly attributable to the design, construction, and testing of pre-production or pre-use prototypes and models associated with intellectual property development are recognised as an intangible asset if all the following can be demonstrated:

- It is technically feasible to complete the product so that it will be available for use or sale.
- Management intends to complete the product and use or sell it.
- There is an ability to use or sell the product.
- It can be demonstrated how the product will generate probable future economic benefits.
- Adequate technical, financial, and other resources to complete the development and to use or sell the product are available.
- The expenditure attributable to the product during its development can be reliably measured.

Other development expenses that do not meet these criteria are recognised as an expense as incurred in the surplus or deficit. Development costs previously recognised as an expense cannot be subsequently recognised as an asset.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Computer software	3 - 5 years	20% to 33.3%
Course development costs	5 years	20%
Teaching licences	3 - 5 years	20% to 33.3%

Capitalised intellectual property development costs are still work in progress. The useful life of completed projects will be established at project completion.

11. INTANGIBLE ASSETS (CONTINUED)

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 10. The same approach applies to the impairment of intangible assets.

Movement for each class of intangible asset is as follows:

Breakdown of intangible assets and further information	Software	Course development costs	Teaching licences	Work in progress	Total
	\$000	\$000	\$000	\$000	\$000
<i>Balance at 1 January 2016</i>					
Cost	1,388	1,167	150	0	2,705
Accumulated amortised and impaired	1,098	843	135	0	2,076
Opening carrying amount	290	324	15	0	629
<i>Year ended 31 December 2016</i>					
Additions	4	8	0	619	631
Disposals	(5)	(4)	0	0	(9)
Amortisation	(92)	(113)	(4)	0	(209)
Closing carrying amount	197	215	11	619	1,042
<i>Balance at 31 December 2016</i>					
Cost	1,373	1,171	150	619	3,327
Accumulated amortisation and impairment	1,190	956	139	0	2,285
Closing carrying amount	197	215	11	619	1,042
<i>Balance at 1 January 2015</i>					
Cost	1,251	1,158	134		2,543
Accumulated amortised and impairment	1,098	663	133		1,894
Opening carrying amount	153	495	1		649
<i>Year ended 31 December 2015</i>					
Additions	138	9	16		163
Amortisation	70	110	2		182
Closing carrying amount	221	394	15		630
<i>Balance at 31 December 2015</i>					
Cost	1,388	1,167	150		2,705
Accumulated amortisation and impairment	1,098	843	135		2,076
Closing carrying amount	290	324	15		629

There are no restrictions over the title of NorthTec's intangible assets. No intangible assets are pledged as security for liabilities.

There were no contractual commitments for the acquisition of intangible assets for the Institute (2015: \$nil).

12. INVESTMENTS IN SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

ACCOUNTING POLICY

Associate

Investments in associates are carried at cost in NorthTec's parent entity financial statements.

Joint Venture

Investments in jointly controlled entities are carried at cost in NorthTec's parent entity financial statements.

NorthTec has a 25% share (\$0 fair value) in Motortrain as at 31 December 2016. Motortrain is jointly an Associate of the Wellington Institute of Technology, Waikato Institute of Technology, NorthTec and Southern Institute of Technology. NorthTec has contributed \$18,839 to Motortrain in 2016 (2015: \$15,416).

NorthTec has one share at \$2.00 fair value in Artena Society Limited (formerly A-Plus Society). 2016 expenses of \$179,706 (2015: \$153,344) were paid to Student Management Software Solutions (related to A-Plus Society). \$43,478 dividend income was received in 2016 (2015: \$43,478). There were no accounts payable or accounts receivable balances at year end.

NorthTec is a member of the Tertiary Accord of New Zealand (TANZ) which is incorporating Tertiary Accord of New Zealand Limited and TANZ ECampus Limited in 2017. NorthTec will hold a 14% share in Tertiary Accord of New Zealand Limited and 17% share in TANZ ECampus Limited.

13. PAYABLES

ACCOUNTING POLICY

Short-term creditors and other short-term payables are recorded at the amount payable.

Breakdown of payables and further information	2016	2015
	\$000	\$000
Payables under exchange transactions		
Creditors	909	510
Accrued expenses	1,017	1,306
Total payables under exchange transactions	1,926	1,816
Payables under non-exchange transactions		
Taxes payable (e.g. GST, FBT and rates)	983	459
Total payable	2,909	2,275

Payables are non-interest bearing and are normally settled on 30-day terms. Therefore, the carrying value of payables approximates their fair value.

Reclassification adjustment to the prior year comparative

A review of the creditor accounts has resulted in a reclassification of the prior year between creditors and taxes payable of \$237,000.

14. DEFERRED REVENUE

	2016	2015
Breakdown of deferred revenue and further information	\$000	\$000
Tuition fees	6,310	3,531
Research funding	23	47
Other revenue received in advance	175	66
Total deferred revenue	6,508	3,644

Further information about deferred revenue items

Deferred revenue from tuition fees includes both liabilities recognised for domestic student fees received for which the course withdrawal date has not yet passed, and for international student fees, which is based on the percentage completion of the course.

Deferred revenue from research contracts includes both liabilities recognised for research funding with unsatisfied conditions (non-exchange contracts) and liabilities for exchange research funding received in excess of costs incurred to date on the required research.

Reclassification adjustment to the prior year comparative

A review of the deferred revenue accounts has resulted in a reclassification of the prior year between research funding and other revenue received in advance of \$23,000.

15. EMPLOYEE ENTITLEMENTS

ACCOUNTING POLICY

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee renders the related service are measured at nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken, at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the year in which the employee renders the related service, such as long service leave, have been calculated based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

15. EMPLOYEE ENTITLEMENTS (CONTINUED)

Breakdown of employee entitlements	2016	2015
	\$000	\$000
Current portion		
Accrued pay	526	440
Long service leave	-	5
Annual leave	902	765
Total current portion	1,428	1,210
Non-current portion		
Long service leave	19	9
Total non-current portion	19	9
Total employee entitlements	1,447	1,219

16. EQUITY

ACCOUNTING POLICY

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- General funds
- Property revaluation reserves
- Restricted reserves.

Property revaluation reserves

These reserves relate to the revaluation of land and buildings to fair value.

Restricted reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by NorthTec. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

16. EQUITY (CONTINUED)

	2016 \$000	2015 \$000
General funds		
Balance at 1 January	31,182	30,269
Transfer from revaluation reserve	133	-
Surplus/(deficit) for the year	56	913
Balance 31 December	31,371	31,182
Property revaluation reserves		
Balance at 1 January	16,684	16,684
Land net revaluation gains	250	-
Buildings net revaluation gains	4,878	-
Plant and equipment transfer to general funds	(133)	-
Balance at 31 December	21,679	16,684
<i>Property revaluation reserves consist of:</i>		
Land	4,189	3,972
Buildings	17,490	12,579
Plant and equipment	-	133
Total property revaluation reserves	21,679	16,684
Restricted reserves		
Balance at 1 January	81	81
Transfer from surplus	-	-
Application of reserve funds	-	-
Balance at 31 December	81	81
Total equity	53,131	47,947

Capital management

NorthTec's capital is its equity, which comprises general funds and reserves. Equity is represented by net assets.

NorthTec is subject to the financial management and accountability provisions of the Education Act 1989, which includes restrictions in relation to: 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.

NorthTec manages its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community. NorthTec's equity is largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments, and general financial dealings.

The objective of managing NorthTec's equity is to ensure that it effectively and efficiently achieves the goals and objectives for which it has been established, while remaining a going concern.

17. CONTINGENCIES

NorthTec has no contingent liabilities.

NorthTec has no contingent assets.

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 NorthTec 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 TELs and undertaken on the normal terms and conditions for such transactions.

Related party transactions required to be disclosed

Related party transactions required to be disclosed is nil (2015: nil).

Key management personnel compensation	2016	2015
Council members		
Full-time equivalent members	7.8	7.4
Remuneration	\$131,400	\$115,933
Executive Management Team, including the Chief Executive		
Full-time equivalent members	10.7	11.8
Remuneration	\$1,705,901	\$1,647,314
Full-time equivalent members	18.5	19
Total key management personnel compensation	\$1,837,301	\$1,763,247

The full-time equivalent for Council members has been determined based on the frequency and length of Council meetings and the estimated time for members to prepare for meetings.

An analysis of Council member remuneration is provided in Note 4.

19. EVENTS AFTER THE BALANCE DATE

Organisational restructure

On 17 February 2017 a Mix of Provision decision document was released detailing the impact on NorthTec's academic staffing brought about by the reduction in the Institute's confirmed funding for 2017. On 3 March 2017 a management structure decision document was released detailing the impact of a review on Tier 2 and Tier 3 management roles.

As a result of these two events, a number of staff will be leaving the organisation in the first half of 2017. The cost of this restructuring, including redundancies, is estimated to be \$0.9m. No provision is held at balance date in relation to these events.

20. FINANCIAL INSTRUMENTS

20A Financial instruments categories

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

Financial assets	2016	2015
	\$000	\$000
Loans and receivables		
Cash and cash equivalents	2,085	3,735
Receivables	3,421	793
Other financial assets:		
Term deposits	14,563	11,563
Total loans and receivables	20,069	16,091
Financial liabilities	2016	2015
	\$000	\$000
Financial liabilities at amortised cost		
Payables	2,909	2,275
Total financial liabilities at amortised cost	2,909	2,275

20B Financial instruments risk

NorthTec's activities expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. NorthTec has a series of policies to manage the risks associated with financial instruments. It is risk averse and seeks to minimise exposure from its treasury activities. These policies do not allow any transactions which are speculative in nature to be entered into.

Market risk

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates.

NorthTec purchases library items from overseas which exposes it to currency risk.

Fair value interest rate risk

Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Borrowings and investments issued at fixed rates of interest create exposure to fair value interest rate risk. NorthTec does not actively manage its exposure to fair value interest rate risk.

Cash flow interest rate risk

Cash flow interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. Borrowings and investments issued at variable interest rates create exposure to cash flow interest rate risk.

20. FINANCIAL INSTRUMENTS (CONTINUED)

20B Financial instruments risk (continued)

Credit risk

Credit risk is the risk that a third party will default on its obligation to NorthTec, causing it to incur a loss. Due to the timing of its cash inflows and outflows, surplus cash is invested into term deposits, which give rise to credit risk.

In the normal course of business, NorthTec is exposed to credit risk from cash and term deposits with banks, and receivables. For each of these, the maximum credit exposure is best represented by the carrying amount in the statement of financial position.

NorthTec invests funds only with registered banks that have a Standard and Poor's credit rating of AA and other financial institutions approved by NorthTec Council as having the required credit rating, and further minimises its credit exposure by limiting the amounts placed with any one institution at any one time.

NorthTec holds no collateral or other credit enhancement for financial instruments that give rise to credit risk.

Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to Standard and Poor's credit ratings (if available) or to historical information about counter-party default rates:

	2016	2015
	\$000	\$000
<i>Cash at bank and term deposits</i>		
AA		
AA-	16,648	15,298
Total cash at bank and term deposits	16,648	15,298
Counter-parties without credit ratings		
<i>Receivables</i>		
Existing counter-party with no default in the past	3,421	793
Total debtors and other receivables	3,421	793

Liquidity risk

Management of liquidity risk

Liquidity risk is the risk that NorthTec will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities, and the ability to close out market positions. NorthTec aims to maintain flexibility in funding by keeping committed credit lines available.

NorthTec manages liquidity risk by continuously monitoring forecast and actual cash flow requirements and matching the maturity profiles of financial assets and liabilities.

20B Financial instruments risk (continued)

Contractual maturity analysis of financial liabilities, excluding derivatives

The table below analyses financial liabilities (excluding derivatives) into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. Future interest payments on floating rate debt are based on the floating rate on the instrument at balance date. The amounts disclosed are the contractual undiscounted cash flows.

2016	Payables	Employee entitlements	Total
	\$000	\$000	\$000
Carrying amount	2,909	526	3,435
Contractual cash flows	2,909	526	3,435
Less than 6 months	2,909	526	3,435
6 - 12 months	-	-	-
1 - 2 years	-	-	-
2 - 3 years	-	-	-
More than 3 years	-	-	-

2015	Payables	Employee entitlements	Total
	\$000	\$000	\$000
Carrying amount	2,275	440	2,715
Contractual cash flows	2,275	440	2,715
Less than 6 months	2,275	440	2,715
6 - 12 months	-	-	-
1 - 2 years	-	-	-
2 - 3 years	-	-	-
More than 3 years	-	-	-

Reclassification adjustment to the prior year comparative

The prior year comparative has been restated to include taxes payable as a potential liquidity risk.

Sensitivity analysis

The table below illustrates the potential effect on the surplus or deficit and equity (excluding general funds) for reasonably possible market movements, with all other variables held constant, based on financial instruments exposures at balance date.

Interest rate risk	2016 \$000		2015 \$000	
	-50bps Surplus	+150bps Surplus	-50bps Surplus	+150bps Surplus
Cash and cash equivalents	(10)	31	(14)	41
Total sensitivity	(10)	31	(14)	41

Explanation of interest rate risk sensitivity

The interest rate sensitivity is based on a reasonable possible movement in interest rates, with all other variables held constant, measured as a basis points (bps) movement. For example, a decrease in 50 bps is equivalent to a decrease in interest rates of 0.5%.

21. EXPLANATION OF MAJOR VARIANCES AGAINST BUDGET

Explanations for major variations against the budget information at the start of the financial year are as follows:

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

Government grants

Government grants were \$1.2 million below budget. \$1.7 million was the result of underachievement of NorthTec's allocated funding from the Tertiary Education Commission (Student Achievement Component \$0.8 million, and Youth Guarantee \$0.6 million) combined with lower than budgeted funding levels received during the year. This was offset by \$0.5 million other grant revenue due to increased demand for industry training.

Tuition fees

Tuition fees were \$1.7 million below budget. \$1.2 million resulted from less international fee revenue than expected, despite overall international student numbers increasing by 233 on 2015, and \$0.5 million shortfall in domestic fees as a result of underachieved targets in Student Achievement Component fee-paying students.

Other expenses

Other expenses were \$1.4 million below budget with \$0.8 million attributable to lower course-related costs for delivering to a lower number of students than budgeted, lower than anticipated uptake of English scholarships that NorthTec offers to international students (\$0.1 million reduction) and changes in contract terms in third party provider payments (\$0.4 million reduction).

Property revaluations

Land and buildings were revalued as at 31 December 2016 in accordance with NorthTec's three-year revaluation policy resulting in a \$5.1 million increase against the Property Revaluation Reserves. The effect of the revaluation was not budgeted for.

STATEMENT OF FINANCIAL POSITION

Cash and cash equivalents, and other financial assets

Cash and cash equivalents were \$15.1m below budget while other financial assets (current and non-current) were \$14.6 million better than budget due to surplus cash being invested in term deposits.

Receivables and deferred revenue

Receivables were \$2.5 million and deferred revenue \$2.7 million higher than budget as a result of introducing future year invoicing capability within NorthTec's student management system, which allowed 2017 enrolment invoices to be generated in 2016.

Property, plant and equipment and property revaluation reserves

Land and buildings were revalued as at 31 December 2016 in accordance with NorthTec's three-year revaluation policy accounting for \$5.1 million of the \$6 million increase against budget to property, plant and equipment and the \$5 million increase against the property revaluation reserves. The effect of the revaluation was not budgeted for.

STATEMENT OF CASH FLOWS

Receipts from tuition fees

As reflected in the Statement of Comprehensive Revenue and Expenses, receipts from tuition fees were \$2.8 million below budget due to underachievement of budgeted student numbers.

Payments to employees

Payments to employees were \$0.7 million lower than budget due to actual staff numbers being lower than budgeted.

Payments to suppliers

Payments to suppliers were \$1.6 million lower than budget and this is reflected in the reduced operating expenditure in the Statement of Comprehensive Revenue and Expenses.

Cash and cash equivalents

Cash and cash equivalents at the end of the year were \$15 million lower than budget as a result of actual investments (term deposits) greater than 3 months being classed as other financial assets (actual \$14.563 million). The actual cash and cash equivalents recognised at year-end consists of cash and term deposits less than 3 months old.



James Hancox
Horticulture tutor



2016
**Equity
Statement
and
Research**

Equity Statement

MANA TAURITE

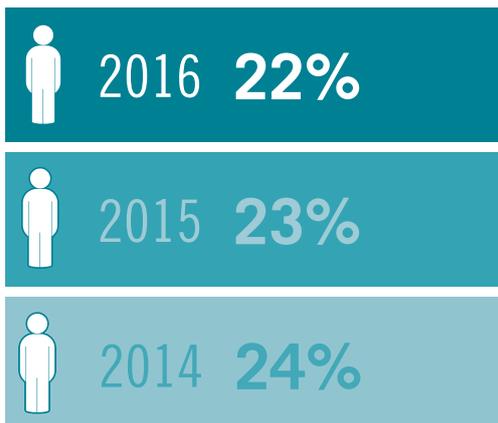
Equal Employment Opportunities

NorthTec is committed to valuing and promoting Equal Employment Opportunities in all areas of recruitment, employment, training and promotion. We continue to work towards creating and maintaining an environment that is based on individual merit and inclusiveness, where all employees can develop their full potential, irrespective of their race, gender, marital status, age, disability, religious belief, political opinion or sexual orientation.

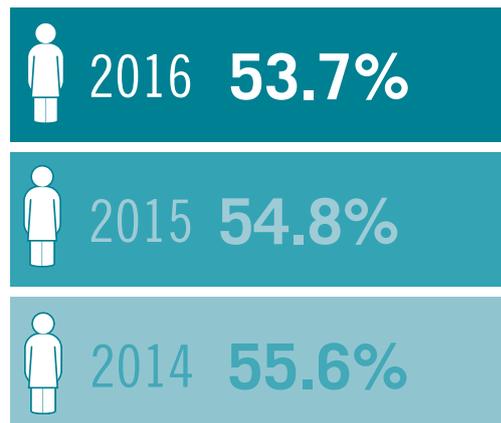
In order to achieve these aims NorthTec works to eliminate barriers and reduce bias in all decisions relating to the employment of staff. During 2016 a couple of key initiatives were undertaken, including:

1. Improving the organisation's ability to ensure safe workplace is met by introducing Police vetting for all new employees who meet the criteria of the Vulnerable Children's Act.
2. Recognising balance between work and other responsibilities by adopting new legislation around flexible working arrangements.

Staff Māori



Staff Female



Student Equity Statement

NorthTec acknowledges that tertiary education enhances the lives of our students and society, and recognises the need for diverse, flexible and inclusive learning pathways for students that seek to meet the needs and aspirations of individuals and the communities we work with, from Auckland to Kaitaia.

Whānau is a core value of NorthTec. This means we are concerned with valuing diversity and uniqueness; enhancing the mana of individuals; fostering a sense of belonging; whanaungatanga (a sense of connection); and treating people with respect.

This continues to shape our efforts to provide an inclusive, accessible and equitable learning environment for all students and to support the shift of tertiary education towards social inclusion. The economic growth and improved social outcomes for both Te Tai Tokerau and New Zealand hinge on equal access and equal opportunities for all learners, which NorthTec is committed to.

We celebrate our diversity and uniqueness by running events throughout the year to commemorate the Chinese New Year, Diwali (the Indian festival of lights), Holi (the Indian festival of colour), Matariki (the Māori New Year), Te Wiki o Te Reo Māori (Māori Language Week) and Community Day. This is whanaungatanga in practice, where relationships are developed through shared experiences and working together, providing staff and students with a sense of belonging which is key to educational success.

Key initiatives and services in 2016 included:

- Counselling – 298 sessions to students throughout Te Tai Tokerau
- Student health service – 2,160 visits to the Raumanga service
- Student advisory service – 4,201 support sessions recorded, covering pastoral care, financial advice and learning advice
- Student Voice Coordinator role established
- MoU signed with CCS Disability Services
- 241 students with disabilities accessed support
- Regional campuses hosted end-of-year whakawatea for students
- Academic Integrity workshops developed and delivered for International students.

Compulsory Student Service Fees

In 2016 NorthTec charged a compulsory student health levy of \$55 per Equivalent Full Time Student (Whangarei campus fee-paying students only).

	Compulsory Student Health Levy	Total
	\$000's	\$000's
Revenue	47	47
Expenditure (Health Services)	153	153
Surplus/ (Deficit)	(106)	(106)

Accounting requirements for Compulsory Student Service Fees and Expenditure

NorthTec accounts separately for the revenue and expenditure related to the compulsory student health levy.

Health Services

The Student Health Centre, based at Raumanga campus, is staffed by two experienced Registered Nurses who offer a comprehensive range of professional and confidential health services.

Research

OUTPUTS 2016

2016 Summary of Research Outputs

	Applied Sciences	Arts	Business	International	Library	Māori Arts	Nursing	Social Work	Strategy	TOTAL
Poster presentation	1									1
Oral presentation conference	3		1		2		1	4	2	13
Exhibition works		73				11				84
Journal article	1		1	1			5			8
Thesis/ Dissertation	1						1			2
Books			1							1
Oral presentation	1	4	2				5	3		15
Scholarly edition							1			1
Report			3							3
Other	3	10					1	1		15
TOTAL	10	87	8	1	2	11	14	8	2	143

BOOK CHAPTER

- Alam, S., Dobbie, G., & Sun, X. (2016). Improving imputation accuracy in ordinal data using classification. In A. Madureira, A. Abraham, D. Gamboa & P. Novais (Eds.), *Intelligent systems design and applications: 16th international conference on intelligent systems design and applications* (pp. 45–56). Cham, Switzerland: Springer International.
- Summersgill, A. (in press). Without borders: Community development, biculturalism and multiculturalism. In *Community organising against racism*. Bristol, UK: Policy Press.

CONFERENCE CONTRIBUTION

Conference Poster presentation

- Karnik, T., Alam, S., & Pais, S. (2016, July 11–13). *Mining NZQA's external evaluation and review data*. Poster session presented at the ITx 2016 CITRENZ Conference, Wellington, New Zealand.
- Morgan, D., Clapperton, B., Gillanders, J., & Wehi, P. (2016, November 19–23). *Palatability of carrot surface-coated with repellents, or dyed blue or green to a terrestrial macroinvertebrate*. Poster session presented at the Society for Ecological Restoration Australasia (SERA) & the New Zealand Ecological Society (NZES) Conference, Hamilton, New Zealand.

Conference Oral presentation

- Ball, O., & Fitzgerald, B. (2016, November 19–23). *Do ground-dwelling spiders make good botanists? Perspectives from Te Pahi*. Paper presented at the Society for Ecological Restoration Australasia (SERA) & the New Zealand Ecological Society (NZES) Conference, Hamilton, New Zealand.
- Ball, O., Dickinson, K., Wing, J., & Barratt, B. (2016, August 29–September 1). *Post-fire recovery of a key invertebrate ecosystem service provider*. Paper presented at the 5th International Eco-Summit Congress, Montpellier, France.
- Davison, J., Johnson, G., & Nickelson, K. (2016, August). *From stigma to insight: Service users informing student nurses*. Workshop at TheMHs Conference, Auckland, New Zealand.

- Fenton-Coyne, T., Tomes, L., & Studdart, N. (2016, July 11–13). *Digitally tika, digital natives: Digital needs and education of the Pehiaweri Marae*. Paper presented at the ITx 2016 CITRENZ Conference, Wellington, New Zealand.
- Green-Moss, V. (2016, July 4). *Breaking the shackles of referencing*. Paper presented at the TELSIG Forum, University of Canterbury, Christchurch, New Zealand.
- Kluge, B., & Green-Moss, V. (2016, July 4). *Search everything – So much easier!* Paper presented at the TELSIG Forum, University of Canterbury, Christchurch, New Zealand.
- Morgan, D., Tempero, G., Ling, N., & Daniel, A. (2016). *Sustained exclusion of koi carp (Cyprinus carpio) from Lake Ohinewai, New Zealand*. Paper presented at the Australian Society of Fish Biology and Oceania Chondrichthyan Society Conference, Hobart, Tasmania, Australia.
- Nakao, E., Warring, S., Chada, S., Sperlich, W., Boyd-Clark, M., & Alam, S. (2016, November 20–23). *Case study: How well do programmes at a New Zealand Polytechnic match the needs and expectations of international students and how well are these students supported and guided?* Paper presented at the New Zealand Association for Research in Education (NZARE) Conference, Victoria University, Wellington, New Zealand.
- Newman, T. (2016, September 29–30). *Running on empty: Preparing social work for an energy-descent future*. Paper presented at the International Conference Workshop ANZSWWER Symposium 2016, Townsville, Queensland, Australia.
- Newman, T. (2016, December 1). *Running on empty: Preparing social work for an energy-descent future*. Paper presented at the Researching Today, Preparing for Tomorrow Research Symposium, NorthTec, Whangarei, New Zealand.
- Newman, T. (2016, November 18–19). *Social work education – Growing advocates for justice or setting our students up to fail?* Paper presented at the Social Work in Changing Times: Towards Better Outcomes Conference, Massey University, Palmerston North, New Zealand.
- Russell, T. (2016, December 1). *Debunking the myth of work life balance*. Paper presented at the Researching Today, Preparing for Tomorrow Research Symposium, NorthTec, Whangarei, New Zealand.
- Studdart, N., Haywood, G., & Doncheva, V. (2016, September 29–30). *Future proofing curriculum design and delivery for a digitally disrupted world (great landing, right airport)*. Paper presented at Educating Tomorrow's Workforce Symposium 2016, Otago Polytechnic, Dunedin, New Zealand.

EXHIBITION WORKS

- Beran, G. (2016). Letter to China [Acrylic on canvas]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Beran, G. (2016). Letter to China [Acrylic on canvas]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Beran, G. (2016). Letter to China [Acrylic on canvas]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Clunie, L. (2016). Baskets that bloom 579 (Minkowski edit) [Gesso and graphite on found photograph]; Conversation pieces 636 (Minkowski edit) [Gesso and graphite on found photograph]; Doorstep truck farm 427 (Minkowski edit) [Gesso and graphite on found photograph]; Floral and fragrant 655 (Minkowski edit) [Gesso and graphite on found photograph]; Floral and fragrant 674 (Minkowski edit) [Gesso and graphite on found photograph]; Foliage favourites 10 (Minkowski edit) [Gesso and graphite on found photograph]; Foliage spectaculars 383 (Minkowski edit) [Gesso and graphite on found photograph]; Showstoppers 408 (Minkowski edit) [Gesso and graphite on found photograph]; Showstoppers 413 (Minkowski edit) [Gesso and graphite on found photograph]; Terrace collectibles 518 (Minkowski edit) [Gesso and graphite on found photograph]; The great exotics 340 (Minkowski edit) [Gesso and graphite on found photograph]; Thrifty adaptables 297 (Minkowski edit) [Gesso and graphite on found photograph]; Welcome strangers 616 (Minkowski edit) [Gesso and graphite on found photograph]; Welcome strangers 620 (Minkowski edit) [Gesso and graphite on found photograph]. *Miniatures exhibition* [Group exhibition]. Whangarei, New Zealand: Hangar Gallery, 18 November 2016–31 January 2017.
- Clunie, L. (2016). Diagram of Forces I [Silver gelatin photograph]; Diagram of Forces II [Unique silver gelatin luminogram]; Diagram of Forces III [Silver gelatin photograph]; Diagram of Forces IV [Unique silver gelatin luminogram]; Diagram of Forces V [Unique silver gelatin luminogram]; Untitled (after Daguerre) II [Wet collodion on aluminium]. *Terrain* [Group exhibition]. Wellington, New Zealand: Photospace Gallery, 17 June–4 July 2016.
- Clunie, L. (2016). Diagram of Forces I [Silver gelatin photograph]; Diagram of Forces II [Unique silver gelatin luminogram]; Diagram of Forces III [Silver gelatin photograph]; Diagram of Forces IV [Unique silver gelatin luminogram]; Diagram of Forces V [Unique silver gelatin luminogram]; Untitled (after Daguerre) II [Wet collodion on aluminium]. *Terrain* [Group exhibition]. Whangarei, New Zealand: Whangarei Art Museum, December 2016.
- Clunie, L. (2016). Diagram of forces I [Silver gelatin photograph]; Diagram of forces IV [Unique silver gelatin luminogram]. *The poetic condition* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 7 December 2016–14 January 2017.
- Clunie, L. (2015). First light [Silver gelatin print]; The ladder (after Fox Talbot) [Pigment print and graphite]; Untitled (akin) [Inkjet print on found mirror]; Untitled (after Daguerre) I [Wet collodion on aluminium]; Untitled (after Daguerre) II [Wet collodion on aluminium]. *The research room* [Group exhibition]. Whangarei, New Zealand: The Geoff Wilson Gallery, 17 February–18 March 2016.
- Clunie, L. (2014). Fold I [Unique silver gelatin photograph]; Fold II [Unique silver gelatin photograph]; Fold IV [Unique silver gelatin photograph]. *Emanations: The art of the cameraless photograph* [Group exhibition]. New Plymouth, New Zealand: Govett-Brewster Art Gallery, 29 April–14 August 2016.
- Clunie, L. (2016). Making sense [Silver gelatin photograph]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Clunie, L. (2016). Making sense [Silver gelatin photograph]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Clunie, L. (2016). Making sense [Silver gelatin photograph]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Clunie, L. (2016). Push the sky away [Cyanotype]. *Crucible Symposium* [Group exhibition] Wellington, New Zealand: Massey University. 19 February–21 February 2016.
- Gibbs, M. (2016). A certain someone [Ceramic]; Fine lines [Graphite and pencil on paper, wood, zinc plate and ceramic installation]; Flight DIY [Wood, zinc plate installation]; Flight 6B [Screenprint]; Folk Song [Graphite on paper and wood sculpture]; Hall table with vase [Graphite on paper, stainless steel and wood installation]; Here's where the story ends [Charcoal on paper, ceramic and wood]; Novices [Aeroplane wing, stainless steel and ceramic installation]; One world [Graphite on paper, metal, zinc plate and ceramic installation];

- Static and silence [Graphite on cereal boxes]. *Songs from yesterday* [Solo exhibition]. Whangarei, New Zealand: Whangarei Art Museum – Te Manawa Toi, 7 February–17 April 2016.
- Gibbs, M. (2016). Airstream 1 [Ceramic/paint]; Airstream 2 [Wood, zinc plate]; Untitled [Graphite on card]. *M/G™ & Associates* [Joint exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, 13 October–3 November 2016.
- Gibbs, M. (2016). Hymns to the silence [Metal, ceramic, graphite on mdf]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Gibbs, M. (2016). Hymns to the silence [Metal, ceramic, graphite on mdf]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Gibbs, M. (2016). Hymns to the silence [Metal, ceramic, graphite on mdf]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Gibbs, M. (2016). Landscape 1 [Woodblock print on card]; Landscape 2 [Woodblock print on card]; River [Steam roller print]. *Research room* [Group exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, 17 February–18 March 2016.
- Gibbs, M. (2016). Untitled [Mixed media]. *The laboratorium* [Group exhibition]. Whangarei, New Zealand: Yvonne Rust Gallery, 6 August–22 August 2016.
- Henare, T. (2016). Kete whakairo [Phormium tenax]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Henare, T. (2016). Kete whakairo [Phormium tenax]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Henare, T. (2016). Kete whakairo [Phormium tenax]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- King, L. (2016). Whakatauki [Acrylic and gold leaf on board]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- King, L. (2016). Whakatauki [Acrylic and gold leaf on board]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- King, L. (2016). Whakatauki [Acrylic and gold leaf on board]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- McManus, F. (2016). e as in kete [Woodcut & bamboo intaglio]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- McManus, F. (2016). e as in kete [Woodcut & bamboo intaglio]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- McManus, F. (2016). e as in kete [Woodcut & bamboo intaglio]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- McManus, F. (2016). Nga moemoa series [Monotype]. *Kete Ngapuhi* [Group exhibition]. Kawakawa, New Zealand: Kings Theatre Creative, 5 February–11 March 2016.
- McManus, F. (2016). Lady [Monotype]; Rolling around heaven [Monotype]. *Mua ki muri* [Group exhibition]. Taupo, New Zealand: Taupo Museum, 23 April–13 June 2016.
- McManus, F. (2016). Nga moemoa series [Monotype]. *Toi Whakaata Hui and Wananga*. Taupo, New Zealand: Poukura Marae, January 2016.
- McManus, F. (2016). Riders of the red manuka series [Woodcuts]. *Planes, trains and cowboys* [Group exhibition]. Kawakawa, New Zealand: Kings Theatre Creative, 16 April–8 May 2016.
- McManus, F. (2016). Riders of the red manuka series [Woodcuts]. *The farm show* [Group exhibition]. Waiheke Island, New Zealand: Waiheke Community Art Gallery, March 2016.
- McManus, F. (2016). Rolling around heaven all day [Woodcut/monotype]. *Ngapuhi arts festival* [Group exhibition]. Kaiokohe, New Zealand: Northland College, January 2016.
- McManus, F. (2016). Te ara [Print installation]. *Research room* [Group exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, 17 February–18 March 2016.
- McManus, F. (2016). Te ara [Print installation]. *Te ara whakaata* [Group exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, 12 May–9 June 2016.
- McManus, F. (2016). The wai series [Woodcut/monotype]. *4 tell* [Group exhibition]. Waiheke Island, New Zealand: Waiheke Community Art Gallery, 18 November–12 December 2016.

Banksia variation V [Paper, wire, thread]; Dune grass variation I [Paper, stainless steel, thread]; Dune grass variation II [Stainless steel, aluminium, thread]; Dune grass variation III [Paper, stainless steel, thread]; Dune grass variation IV [Paper, stainless steel, copper wire, thread]; Dune grass variation V [Paper, thread, aluminium]; Permutations drape I [Digital print on silk organdie]; Permutations drape II [Digital print on silk organdie]; Permutations drape III [Digital print on silk organdie]; Permutations drape IV [Digital print on silk organdie]; Permutations drape V [Digital print on silk organdie]; Permutations sculpture I [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture II [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture III [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture IV [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture V [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture VI [Stainless steel, velvet, thread, paint, aluminium]; Ponga wood variation I [Paper, stainless steel, thread]; Ponga wood variation II [Paper, stainless steel, aluminium, thread]; Ponga wood variation III [Paper, stainless steel, thread]; Stitch bundle variation I [Paper, acrylic paint, thread]; Stitch bundle variation II [Paper, acrylic paint, thread]; Stitch bundle variation III [Paper, acrylic paint, thread]; Stitch bundle variation IV [Stainless steel, aluminium, thread]; Stitch bundle variation V [Copper wire, aluminium]; Stitch bundle variation VI [Paper, stainless steel, aluminium, thread]; Stitch bundle variation VII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation VIII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation IX [Harakeke paper, fibres, paint, thread]; Stitch bundle variation X [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XI [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XIII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XIV [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XV [Evolon, harakeke, fibres, paint, thread]; Stitch bundle variation XVI [Evolon, harakeke, fibres, paint, thread]; Stitch bundle variation XVII [Evolon, harakeke, fibres, paint, thread]; Sweetgum variation I [Paper, metal, wire, thread]; Transformation dress and cape [Stainless steel, reflective and metallic thread, sequins]; Water variation [Digital projection]. *Permutations* [Solo exhibition]. Harrogate, England: Knitting and Stitching Show, 24 November–27 November 2016.

Midgellow-Marsden, A. (2016). Banksia variation I [Stainless steel, aluminium, thread]; Banksia variation II [Paper, paint, thread]; Banksia variation III [Stainless steel, aluminium, thread]; Banksia variation IV [Paper, metal, wire, thread]; Banksia variation V [Paper, wire, thread]; Dune grass variation I [Paper, stainless steel, thread]; Dune grass variation II [Stainless steel, aluminium, thread]; Dune grass variation III [Paper, stainless steel, thread]; Dune grass variation IV [Paper, stainless steel, copper wire, thread]; Dune grass variation V [Paper, thread, aluminium]; Permutations drape I [Digital print on silk organdie]; Permutations drape II [Digital print on silk organdie]; Permutations drape III [Digital print on silk organdie]; Permutations drape IV [Digital print on silk organdie]; Permutations drape V [Digital print on silk organdie]; Permutations sculpture I [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture II [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture III [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture IV [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture V [Stainless steel, velvet, thread, paint, aluminium]; Permutations sculpture VI [Stainless steel, velvet, thread, paint, aluminium]; Ponga wood variation I [Paper, stainless steel, thread]; Ponga wood variation II [Paper, stainless steel, aluminium, thread]; Ponga wood variation III [Paper, stainless steel, thread]; Stitch bundle variation I [Paper, acrylic paint, thread]; Stitch bundle variation II [Paper, acrylic paint, thread]; Stitch bundle variation III [Paper, acrylic paint, thread]; Stitch bundle variation IV [Stainless steel, aluminium, thread]; Stitch bundle variation V [Copper wire, aluminium]; Stitch bundle variation VI [Paper, stainless steel, aluminium, thread]; Stitch bundle variation VII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation VIII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation IX [Harakeke paper, fibres, paint, thread]; Stitch bundle variation X [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XI [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XIII [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XIV [Harakeke paper, fibres, paint, thread]; Stitch bundle variation XV [Evolon, harakeke, fibres, paint, thread]; Stitch bundle variation XVI [Evolon, harakeke, fibres, paint, thread]; Stitch bundle variation XVII [Evolon, harakeke, fibres, paint, thread]; Sweetgum variation I [Paper, metal, wire, thread]; Transformation dress and cape [Stainless steel, reflective and metallic thread, sequins]; Water variation

Research Outputs 2016 continued ...

- [Digital projection]. *Permutations* [Solo exhibition]. London, England: Knitting and Stitching Show, 5 October–9 October 2016.
- Morgan, J. (2016). Artificial intelligence series (Manufactured mutation) [1 x A4 framed digital print]. *The laboratory* [Group exhibition]. Whangarei, New Zealand: Yvonne Rust Gallery, Quarry Arts Centre, 6 August 2016.
- Morgan, J. (2016). Dark matter [10 x framed digital images, 1 x video installation]. *Research room* [Group exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, 17 February–18 March 2016.
- Morgan, J. (2016). Darkness of dawn [8 x 8" framed digital print]; Shining down from above [8 x 8" framed digital print]; United on Waitangi Day 2016 [12 x 12" framed photograph]; Whanau warmth [8 x 8" framed digital print]; Winter solstice [8 x 8" framed digital print]. *Company of stars Matariki show* [Group exhibition]. Whangarei, New Zealand: 116 Bank Street, 24 June 2016.
- Morgan, J. (2016). Echo [Digital print]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Morgan, J. (2016). Echo [Digital print]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Morgan, J. (2016). Echo [Digital print]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Morgan, J. (2016). Ecoplasma 1, 2 & 3 triptych [3 x 10x10" framed digital prints]; Fragmentary [Digital media works]; Fragmentary series – burst, roomscan, flatline triptych [3 x 10x10" framed digital prints]; Smuch series triptych [3 x lightboxes]. *Fragmentary* [Group exhibition]. Kawakawa, New Zealand: Kings Theatre Creative, 13 May–7 June 2016.
- Morgan, J. (2016). Lithium Series [1 x A2 framed digital print, 1 x A3 framed digital print, 7 x A3 unframed digital prints]. *Chapel of arts* [Group exhibition]. Whangarei, New Zealand: 116 Bank Street, 12 February 2016.
- Morgan, J. (2016). Nature matrix series diptych [2 x A4 framed digital prints]. *Diptych* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 11 May–11 June 2016.
- Morgan, J. (2016). 1 work. *An exhibition of photographs inspired by the life & work of Friedrich Hundertwasser* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 10 August–27 August 2016.
- Morgan, J. (2016). 1 work. *Trepidation* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 26 October–12 November 2016.
- Morgan, J. (2016). Paradox [1 video]. *New Zealand fashion week*. Auckland, New Zealand: Viaduct Event Centre, August 2016.
- Morgan, J. (2016). The damned [5 x digital images]. *A showcase of dark arts* [Internet group exhibition]. Retrieved from <https://darkarts.co.nz/njota-2>, April 2016 – ongoing.
- Morgan, J. (2016). The tree [1 x framed photopolymer]. *Substrate* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 15 June–9 July 2016.
- Povey, J. (2016). B-movie poster tribute [Digital print on mohawk 216 gsm]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Povey, J. (2016). B-movie poster tribute [Digital print on mohawk 216 gsm]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Povey, J. (2016). B-movie poster tribute [Digital print on mohawk 216 gsm]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Smith, E. (2016). 50 works. *Partial loss – an exercise in reduction* [Collaborative exhibition]. Wellington, New Zealand: Photospace Gallery, 4 November–28 November 2016.
- Smith, E. (2016). 46 works. Community shadow collection project. *Shadow collection* [Collaborative exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, August 2016.
- Smith, E. (2016). *Fragmentary* [Group exhibition]. Kawakawa, New Zealand: Kings Creative Gallery, 1 April–30 April 2016.
- Smith, E. (2016). Letting go (morning sun) [Archival digital print from film negative]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Smith, E. (2016). Letting go (morning sun) [Archival digital print from film negative]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.

- Smith, E. (2016). Letting go (morning sun) [Archival digital print from film negative]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Smith, E. (2016). *Obscura* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 1 April–30 April 2016.
- Smith, E. (2016). 159 works. Community shadow collection project & exhibition. *Partial loss* [Collaborative exhibition]. Whangarei, New Zealand: Whangarei Art Museum, 12 December 2016–19 February 2017.
- Smith, E. (2016). *Terrain* [Group exhibition]. Wellington, New Zealand: Photospace Gallery, 16 June–3 July 2016.
- Smith, E. (2016). *Trepidation* [Group exhibition]. Whangarei, New Zealand: The Shutter Room, 26 October–12 November 2016.
- Stewart, T. (2016). Ka puta mai te whakaaro (The emergence of an idea) [Kauri (*Agathis australis*)]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Stewart, T. (2016). Ka puta mai te whakaaro (The emergence of an idea) [Kauri (*Agathis australis*)]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Stewart, T. (2016). Ka puta mai te whakaaro (The emergence of an idea) [Kauri (*Agathis australis*)]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- Te Waru-Rewiri, K. (2016). Whakapiki ora [Lithograph]. *In dialogue* [Group exhibition]. Guangzhou, China: Guangzhou Light Industry Technician College, November 2016–January 2017.
- Te Waru-Rewiri, K. (2016). Whakapiki ora [Lithograph]. *In dialogue* [Group exhibition]. Haikou, China: Haikou City Gallery, November 2016–January 2017.
- Te Waru-Rewiri, K. (2016). Whakapiki ora [Lithograph]. *In dialogue* [Group exhibition]. Haikou, China: Haikou College of Economics, November 2016–January 2017.
- van Staveren, J. (2016). 1 work. *The research room* [Group exhibition]. Whangarei, New Zealand: Geoff Wilson Gallery, 17 February–18 March 2016.

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- Barr, B., Hitchmough, R., Lettink, M., Monks, J., Reardon, J., Tocher, M., van Winkel, D., & Rolfe, J. (2016). Conservation status of New Zealand reptiles, 2015. *New Zealand Threat Classification Series 17*.
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- Briscoe, J., Harding, T., & Mackay, B. (2015). Does simulation add value to clinical practice? Undergraduate student nurses' perspective. (Submitted 2016). *Kai Tiaki Nursing Research*.
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- McGivern, M. (2016). Supporting students in the Far North. *Kai Tiaki Nursing New Zealand*, 22(1), 28–29.
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- Patrick, A. (2016). Can you believe the Financials? (Submitted 2016). *Boardroom: Journal of the NZ IOD*.

THESIS/DISSERTATION

- Daly, T. (2016). *Beyond BLASTing: Ribonucleoprotein evolution via structural prediction and ancestral sequence reconstruction*. (PhD Thesis). Massey University, Palmerston North, New Zealand.
- Munro, V. (2016). *Caregiver hand hygiene in long term care facilities for the older adult: A quantitative study* (Unpublished master's dissertation). Massey University, Auckland, New Zealand.

ORAL PRESENTATION

- Christian, L. (2016, November). *ePortfolios*. Presented at the Preceptor Study Day, Whangarei, New Zealand.
- Christian, L. (2016, October). *Working with Unit 4 students*. Presented to District Nurses, Whangarei, New Zealand.

Research Outputs 2016 continued ...

- Clunie, L. (2016, June 8). *Emanations*. Public talk 'Pecha Kucha'. Presented at The Shutter Room, Whangarei, New Zealand.
- Clunie, L. (2016, September 7). *Materiality and the non-objective photograph*. Presented at the Geoff Wilson Gallery, Whangarei, New Zealand.
- Clunie, L. (2016, July 6). *Observing, thinking, unfolding*. Presented at the Whangarei Girls' High School, Whangarei, New Zealand.
- Clunie, L., & Waugh, S. (2016, July 9). *Artists in conversation: Lisa Clunie and Shaun Waugh*. Presented at the Govett-Brewster Art Gallery, New Plymouth, New Zealand.
- Daly, T. (2016, April 20). *Using three-dimensional structure in inferring deep homology*. Presented at the Massey Institute of Fundamental Science series, Massey University, Palmerston North, New Zealand.
- Green, C. (2016, August 9). *NEST: Helping business fly*. Presented at the Business Management Team, NorthTec, Whangarei, New Zealand.
- Kean, J. (2016, May). *Case management in mental health*. Presented at the Te Awhi Whanau Charitable Trust, Whangarei, New Zealand.
- Kean, J. (2016, July). *Professional safety*. Presented at the Te Awhi Whanau Charitable Trust, Whangarei, New Zealand.
- Kean, J. (2016, August). *Social work education in the future*. Presented at the ANZASW Te Tai Tokerau, Whangarei, New Zealand.
- McNally, G. (2016, December). *Master's study and smartphone use in community settings*. Presented at the NDHB Diabetes Service, Whangarei, New Zealand.
- McNally, G. (2016, October). *Smartphones and hospital policy*. Presented at the NDHB Nurse Educator Planning Day, Whangarei, New Zealand.
- McNally, G. (2016, April). *Student nurses and smartphones*. Presented at the NorthTec Symposium, Whangarei, New Zealand.
- Meadows, R. (2016, October 20). *YES Northland Regional Finals*. Presented at the Young Enterprise Scheme (YES), Northland Regional Finals, Waitangi, New Zealand.
- Sperlich, W. (2016, July 14–17). *The future of language learning: AI and CALL*. Presented at the 15th National Conference for Community Languages and ESOL (CLESOL), University of Waikato, Hamilton, New Zealand.

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Davison, J. (2016). *Journal of Clinical Nursing* [Peer reviewer].

REPORT

- Alexander-Crawford, P., Ewen, M., Fraser, C., & Dennis, R. (2016). *Kia tu tangata ai tātou, puta noa i te ao = We will stand with confidence and competence anywhere in the world*. Te Matarau Education Trust, Whangarei, New Zealand.
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- McManus, F. (2016, January). [Participation] Toi Whakaata Hui and Wananga, Poukura Marae, Taupo, New Zealand.
- Marks, L. (2016). Acoustic guitar. [Wood, metal]. [Private Commission]. Auckland, New Zealand: October 2016.
- Marks, L. (2016). Tenor ukulele. [Wood, metal]. [Private Commission]. Tutukaka, New Zealand: December 2016.
- Meadows, R. (2016). Editorial review of PMI 6th edition PMBOK. [Review of the book *A guide to the project management body of knowledge (PMBOK Guide) 6th ed.*] Project Management Institute.
- Morgan, D. (2016). *Fish survey of the artificial ponds at the Waipu Golf Club* [Unpublished report prepared for the Waipu Golf Course].
- Morgan, D. (2016, September 13–14). *Post-translocation North Island Robin monitoring on Urupukapuka Island, Bay of Islands* [Unpublished report prepared for Project Island Song].
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- Smith, E. (2016). [Photobook]. ... *a love that is learning how to let go*. Ellie Smith, Whangarei, New Zealand.
- Smith, E. (2016). [Photobook]. *in an attempt to work it out*. Ellie Smith, Whangarei, New Zealand.
- Smith, E. (2016, March 11–13). [Photobook]. *Photobook New Zealand*. [Participation]. Wellington, New Zealand.
- Smith, E. (2016). [Photobook]. *this spot*. Ellie Smith, Whangarei, New Zealand.
- Te Waru-Rewiri, K. (2016, June 10). Induction into the Hall of Fame at Massey University's College of Creative Arts. Massey University, Wellington, New Zealand.
- Te Waru-Rewiri, K. (2016). *The refurbishment of NorthTec's Whare Hui, Te Puna o Te Matauranga* [Video]. NorthTec, Whangarei, New Zealand.
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Appendix A

GRADUATES 2016

Diploma in Information Systems

Charles Ringa Adams
Karamveer Singh Arora
Pawan Bala
Meryl Christian Balani
Satinderjit Singh Brar
Joel Michael Coleman
Gurveer Singh Dhaliwal
Harpreet Singh Dhaliwal
Pritpal Singh Dhillon
Nathan Jack Edlington
Hitomi Fannin
Ramdeep Singh Gill
Daniel Richard Goodhue
Ethan Louis William Hyde
Ravi Kumar Jaidka
Prabhjot Kaur
Rajpreet Kaur
Ramanpreet Kaur
Satvir Kaur
Nitin Kumar
Kaiqi Li
Qitong Li
Jasper James Sinclair Lyons
Abhishek Nayyar
Krishna Nayyar
Violetta Oxenyuk
Amandeep Singh
Gurjeet Singh
Harvinder Jit Singh
Jobanjit Singh
Lovepreet Singh
Parminder Singh
Sandeep Singh
Santokh Singh
Surjeet Singh
Tejbir Singh
Brodie Stuart Brian Slater
Kunal Walia
Junhui Wu

New Zealand Diploma in Cookery (Advanced) (Level 5)

Gagandeep Kaur Arora
Jiajin Cai
Yang Chen
Eunchang Choi
Tianqing Fan
Zhanrong Feng

Carmen Mischelle Foster
Gursimranjit Singh Ghuman
Chetan Kapil
Yixi Kuang
Yanyi Li
Siman Mo
Nikhil Saini
Vivek Sharma
Arvinder Singh
Dawinder Singh
Jaspreet Singh
Jaspreet Singh
Rosemary Ann Sircombe
Rachel Faith Tribble
Carsten Heinz Weidemann
Gejin Zhang
Qingyang Zhang
Weihua Zhu

National Diploma in Architectural Technology (Level 6) *incorporating Northland Polytechnic Diploma in Architectural Technology*

Nelli Douglas
Sherryn Tracey Goulden
Damian Rotohiki Manahi
Kalib Brian Stewart

Te Pōkairua Ngāpuhi-Nui-Tonu

Nanette Verity Aratema
Melissa Teao Crockett
Patricia Margaret Curtis
Delphina Lillian Evans
Joshua Clint Fox
Danyelle Kathleen Valerie Nathan
Shaina Delphina Atawhai Nathan
Daniel Te Whenua Walker
Bobbie Jo Kahurangi Wilson

New Zealand Institute of Management - Diploma in Management

Gursagar Singh Arora
Harmandeep Singh Athwal
Cara Dee Balks
Hardeep Singh Benipal
Bikramjot Singh Bhangu
Shiraj Bhanot
Manpreet Kaur Brar
Pirtpal Singh Brar
Natasha Maree Cates

Raghav Chadha
Christine Maria Crawford
Lucy Anna Doull
Anthony John Dunn
Amandeep Kaur Gill
Harmeet Singh Gill
Marcel David Harris-Wikaira
Himanshu Juneja
Harmanpreet Kaur
Navjot Kaur
Rajdeep Kaur
Kunwar Kumar
Myra Leeann Rawyn Leaf
Crystal Fiona Luatua
Michael Paul May
Mehak Mehak
Gurwinder Singh Muhar
Aleesha Tui Parcell
Satnam Singh Rai
Sukhpreet Singh Randhawa
Todd Douglas Rex
Fyfe Routley-Wright
Sarbjot Singh Sahni
Chelsea Rae Scampton
Lovepreet Singh Sekhon
Ankush Sharma
Hardev Singh Sidhu
Kiranjeet Kaur Sidhu
Ajaypal Singh
Amarjeet Singh
Arshdeep Singh
Gurlal Singh
Gurmandeep Singh
Gurshehbaj Singh
Harmanpreet Singh
Harroop Singh
Jaspreet Singh
Kanwarpal Singh
Karanbir Singh
Karanbir Singh
Kirandeep Singh
Lovepreet Singh
Paramjit Singh
Prabhkirat Singh
Ranjeet Singh
Sikandar Singh
Tarsem Singh
Udaypal Singh



Vipandeep Singh
Shane Desmond Stanners
Jodi Anne Stoddart
Ankit Taneja
Lynelle Thomas
Monica Nehu Morgan Titoko

**New Zealand Institute of Management
- Diploma in Practice Management
(Health)**

Emily Anne Bell
Jessica Anne Schollum
Celanchia Van As
Heather Lochiel Venables

**New Zealand Diploma in Business
(Level 6)**

Amit Amit
Aman Bansal
Renee Violet Barber-Kake
Ruby Basra
Jagdeep Kaur Bhatti
Simranjeet Kaur Bhullar
Anna Rose Booth
Prabkar Singh Brar
Rajveer Singh Brar
Veerpal Kaur Chahal
Amarinderpal Singh Deol
Satnam Singh Dhaliwal
Gurbeer Singh Dhillon
Amar Dhiman
Hardeep Singh Gill
Maninderjot Singh Gill
Irina Gorbachev
Jaspreet Kaur Grewal
Hardik Gupta
Gurpej Gurpej
David Stephen Hovell
Geethaamrutha Reddy Induri
Barsha Jaiswal
Dimple Kaur
Kirandeep Kaur
Navjot Kaur
Karan Khosla
Sankalp Kochar
Navdeep Kumar
Nitish Kumar

Nitish Kumar
Sanjeev Kumar
Abhishek Mankotia
Sanveer Singh Mann
Abhishek Mehla
Gurmanjit Singh Minhas
Mohit Mohit
Parth Mukesh Panchal
Rahul Rai
Himanshu Rana
Harjeet Kaur Sandhu
Harpreet Singh Sandhu
JobanJit Singh Sandhu
Nishan Singh Sandhu
Gurlal Singh Sangha
Rajveer Singh Sekhon
Arshdeep Sharma
Lovepreet Sharma
Navpreet Sharma
Ajaypal Singh
Amanpreet Singh
Amanpreet Singh
Anmol Singh
Anudeep Singh
Atinderpal Singh
Bhupinder Singh
Dilpreet Singh
Gagandeep Singh
Gurinder Singh
Gurinder Singh
Gurleen Singh
Gurwinder Singh
Gurwinder Singh
Harbeer Singh
Harmandip Singh
Harmit Singh
Harpal Singh
Harvinder Singh
Heera Singh
Jagraj Singh
Jagroop Singh
Jobanjeet Singh
Kanwarbir Singh
Karanveer Singh
Kawaljeet Singh

Kirtpal Singh
Lovedeep Singh
Lovepreet Singh
Malkeet Singh
Mandeep Singh
Mandeep Singh
Manjeet Singh
Manjinder Singh
Manjot Singh
Manpreet Singh
Manpreet Singh
Mukhvinder Singh
Navdeep Singh
Navjot Singh
Navjot Singh
Navneet Singh
Palwinder Singh
Parmpreet Singh
Partap Singh
Prabhdeep Singh
Prabhkaran Singh
Prince Harsimranjit Singh
Raghvir Singh
Rajbir Singh
Ravinder Singh
Rupinder Singh
Rupinder Singh
Samrat Singh
Satgur Singh
Simranjit Singh
Varinder Singh
Varinder Singh
Vikramjeet Singh
Yadwinder Singh
Sasha Tumunako Jessica Smith
Ankit Syal
Ankush Thakur
Rahul Vij
Easpreet Singh Virk

**New Zealand Diploma in Engineering
(Civil)**

Shubham Balotra
Bradley Joshua Day
Troy Levon Smith
Tania Mellissa Tipene

Graduate Diploma in Business

Sri Hari Akuthota
Sanjay Ashok
Anoop Inder Singh Banipal
Shivam Bawa
Amrik Chand (with Merit)
Shuowei Chen
Rishabh Choudhary
Shekhar Deshwal
Sinharage Suramya Sasanka De Silva
(with Distinction)
Rahul Dhanwal (with Merit)
Yiling Guo
Raki Rakana Harding
Tairthik Inamdar
Sreeja Jayaraman
Rajdeepak Jothi
Ajinkya Gautam Kadam (with Merit)
Brinderpal Singh Kang (with Merit)
Varun Kapoor
Kawaljit Kaur
Kirandeep Kaur
Kirandeep Kaur (with Merit)
Parampal Kaur
Nandu Krishnan
Sandeep Nagulavantha
Yang Ou
Shaivi Padhiyar
Kunal Hamesh Shah
Aashay Mayurkumar Shah
Deepak Sharma
Gagan Sharma
Jinny Sharma (with Merit)
Shabnam Sharma
Jaimit Raju Shinde
Lakhwant Singh Sidhu
Himant Sohi Singh
Bachiter Singh
Heera Singh
Jaspreet Singh
Jobandeep Singh
Prabjeet Singh
Sunmeet Singh
Yash Mukesh Sorathiya
Aoxue Sun
Keshav Tokas
Manoj Vaidaya
Yongjing Zhang (with Distinction)

**Graduate Diploma in Business
(Accounting)**

Hardik Devrajbhai Badhiwala
Priyanka Birdee
Arshdeep Kaur Grewal
Jaspreet Kaur
Jasmeet Kaur
Simranjeet Kaur
Gayani Nisansala Palapatha
Kodithuwukkuge

Priya Gajendrasinh Mourya
Neha Neha
Angrej Singh

**Graduate Diploma in Business
Information Systems**

Sahil Arora
Jayanth Atmakuru (with Merit)
Harish Kumar Bharadwaj (with Merit)
Chivantha Weerathunga Arachchige
DeCosta (with Merit)
Gayatri Prakash Deshmukh
Gaurav Dhawan (with Merit)
Suresh Poruwalage Dissanayake
Jaewon Jung
Gurwinder Kaur
Rajvir Kaur
Sukhpreet Kaur (with Merit)
Mandeep Kaur
Sandeep Malhi
Nishu Nishu
Parth Jyotishbhai Panchal
Michael Panganiban (with Distinction)
Anzhela Romanenko (with Distinction)
Khemika Sharma (with Merit)
Ashish Soharu
Deepankar Soni

**Graduate Diploma in Project
Management**

Obuan Daniel Eriki
Rahul Gajula (with Merit)
Aagaz Mohan
Kennedy Ephraim Odhiambo (with
Distinction)
Nithin Thazhekkadan Ouseph
Rohit Paul (with Distinction)
Navi Saggi
Saransh Saxena (with Distinction)
Bharanidharan Sekar (with Merit)
Alby Thazhakkadan
Jayakrishnan Karottuveetil Unnikrishnan
(with Merit)
Anwesh Vankayalapati (with Merit)
Sri Harsha Yanamaddi

**Graduate Diploma in Sales and
Marketing**

Abhishek Bali
Maninderpal Singh Gill
Himanshu Himanshu
Tamanna Kanda
Gurpreet Kaur
Ye Qian
Harinder Singh
Sukhbir Singh

**Bachelor of Applied Information
Systems**

Manikiran Manikiran

Bachelor of Applied Management

Ziyi Gao
Hassan Qaiser
Rui Shan
Priyanka Talwar
Jatin Walia
Shufan Wu
Shuoke Yao
Chen Ye
Weitao Zhou

**Bachelor of Applied Management
(Accounting)**

Ross Lee Ackerman
Donna-Marie Eley (with Merit)
Heather Florence Jacobson
Justine Alice Johnson (with Distinction)
Fiona Lynne Taylor (with Merit)
Yuan Yi (with Merit)
Huijun Wang

**Bachelor of Applied Management
(Business Information Systems)**

Jose Luis Partoza

**Bachelor of Applied Management
(Project Management)**

Crystal Lee McEwing

**Bachelor of Applied Management
(Double Major in Project Management
and Business Transformation and
Change)**

Phoenix Marion Lee Moyer (with
Distinction)

**Bachelor of Applied Social Service
(Social Work)**

Rosemary Anderson
Katrina Babette Alice Arnold
Olivia Patricia Nicole Ashby-Cartwright
Rosalie Anne Barnes
Vincent Whakaapare Pokiha Bennett
Julie Maria Bishop
Hannah Chrishelle Bucknell
Tonia Maree Chaplin
Kim Marie Ellice
Samantha Claire Green
Fleur Cherie Greig
Sherie Ripeka Hauraki
Amadonna Jakeman
Nadina Jones
Vicky-Anne Maree Maihi
Rosemarie Lee Manning
Janelle Louise Matthews
Maggie Grace Naera
Shirley Pepene
Angela Maree Shepherd
Crystal Ashley Stott
Francis Louise Deborah Taka
Lynda Maxine Taylor
Nicole Lisa Turner
Joanne Melissa Wikaira

Ingrid Magali Jane Wilkinson
Geoffrey Paul Williams
Aisha Rosella Wolfgramm

Diploma in Applied Arts (Digital Arts)

John Isaac Michael Bryce
Zhichun Chen
Jacinta Rose A-Taua Hailes
Tina McKinnon
Yaqian Shao
Charlie Witana

Diploma in Applied Writing (Level 5)

Jonathan Arnold
Andrea Sheilah Downs
Ella May Fleming
Corinne Frances Graham
Hayley Kim Hebden
Roseann Kim Hipper
Annie Lee Martin
Kathryn Alison Servian
Emeline Taumalolo
Alice Christel van Duuren
Gillian Wintrup

Diploma in Applied Writing (Level 6)

Margaret Brosnahan
Hannah Joy Davis
Amy Jane Dyer

Diploma in Advanced Applied Writing

Aroha Tuhi Bentson
Joanne Louise Neale

Diploma in Conservation and Environmental Management

Alisha Rose Frost
Jenny Ann Gillanders
Sarah Elizabeth Knight
Emily Ann Lloyd
Jerry Joseph Paul (Posthumous)
Jo Ellen Pethers
Tom Richard Keith Webb
Stephanie Lee Winslade
Tammy Lillian Wright

Diploma in Sustainable Rural Development

Kiri Alana Edwards
John Steven Matene
Neil George Phillips
Sheila Eileen Ryan

National Diploma in Science (Technician) (Level 5)

Prabhjot Kaur Aujla
Naketa Serah Bonselaar
Ellen Louisa Collecutt
Pardeep Kaur Jawandha
Marley Jo-anne Korach
Shannon Marie Paikea
Amritpal Singh Sanghera

Danielle Rhana Schmidt
Cathy Lee Skudder

Diploma in Sport and Recreation

Jack Ros Alexander
Judith Elizabeth Campbell
Natalie Rose Cossey
Ashlee Ann Dobbs
Te Miringa Ngahuia Harris
Awhina-Maree Kataraina Henry
Georgia Le-Anne Miller
Aline Annie Claude Muir
Jo Anne Meri Naera
Rowena Marion Tatana
Nicola Michelle Wilson

Bachelor of Applied Arts (Digital)

Harry Curtis Collins
Erena Akaia Aue Donnelly
Mike Ariki Johnson

Bachelor of Applied Arts (Visual)

Grant John Beran
Te Puawai Georgina Hiki
Xiaojun Luo
Celicia Tearoha Perese
Gabriele Eveline Pfaender
Rodrigo Hernan Rozas Martinez
Katherine Margaret Taylor
Emma Rosa Sarah Thompson
Lee Ann Laverne Thoresen

Bachelor of Nursing

Linu Alias
Jipza Baby
Lucia-Margaret Beckers
Dilli Ram Bhattarai
Sharon Rose Blake
Kawhena Tuoro Boyd
Maxine Pepuere Brown
Jasmine Nicole Sanchez Castro
Trudy Karyn Chapman
Santosh George Chelatt
Amber Joy Clifton
Monique Jean Cooze
Meethu Dencil
Tracey Laura Dickson
Stephanie Jane Elliott
Theresa Anne Epskamp
Grace Danielle Flight
Lana Josephine Freeman
Anujamol George
Chelsea Anne Good
Aleisha Renee Halvorson
Amelia Pamela Hilford
Skyla Jean Hine
Nikora Shannon Hita
Shelley Anne Hita
Natalie Anne Hudson
Sainty Isaac

Anne Evelyn James
Mackenzie Michelle Jenyns
Jessie Kate Johnston
Chelsea-Morgan Iris Jones
Nisha Jose
Sneha Jose
Sudha Jose
Reny John Kallukaran
Youngwon Kang
Cherie-Leigh Ann Keen
Sun Young Kim
Demi Knight
Ritu Kumari
Louise Helene Larsen
Sherryn Adriana Maria Lefever
Karalee Dana Lilly
Normandy Luna
Ashlee Pearl Maihi
Janette Kaye Malcolm
Manjumol Manoharan
Suzanne Louise Marshall
Gimya Mathew
Alexandra Rose Anne Maunder
Nicole Karen McGinty
Catherine Hunter Wolfgramm Mckay
Natalie Leslie Medland-Parker
Dawn Mikkelsen
Anuja Mohan
Joanne Corrina Jane Moore
Vera Nina Eve Morton
Martha Musakwa
Llewellyn Harris Elliott Nickerson
Ansha Ouseppachan
Eldho Paulose
Jennilyn Dantes Payne
Janine Nicola Michelle Popata-Mutu
Donna Michelle Reddish
Andrea Leigh Remnant
Rebecca Kahiwairoa Reweti
Iuliana Elisa Roberts
Jasmine Aroha Rogers-Tana
Alaina Lee Samson
Anna Shakirova
Kendall Rose Smith
Nikola Springford
Jade Ronnelle Stevenson
Evelyn Rose Suhren
Katarina Wairua Tamehana
Dana Upton Thomas
Madison Lierin Tomlin
Nikkita Gaye Ujdur
Julia Christine Verberne
Manya Alexandria Watene
Maree Carmen Waters
Sandra Joy Whittaker
Marinda Anne Williams
Hannah Rose Young

Appendix B

OUR STAFF

List of permanent staff at 31.12.2016, who have not objected to their name being published

Shafiq Alam	Tipene Brundell	Bob Edwards	Ray Hilton
Jane Anderson	Martin Bryers	Gareth Edwards	Bruce Hodder
Norm Angene	Lisette Buckle	Eden Edwardson	Paula Hohua
Helen Aoina	Graeme Burch	Gary Eilering	Chelle Hollinger
Harry Apetera	Stella Campbell	Rachelle Eilering	Henry Holyoake
Jane Arlidge	Lizzie Carroll-Thom	Louie Elliott	Naomi Howat
Douglas Arneil	Jo Carvill	Mark Ewen	Bryce Hows
Clinton Ashill	Sean Castle	Naomi Fenton	Iris Hutchinson
Lesley Aspin	Rob Cave	Tema Fenton-Coyne	Carroll Irvine
Leanne Attwood	Salil Chada	Justin Fitton	Brooke Irving
Ria Aucamp	Allan Chappell	Graham Forrest	Kirsten James
Nicki Baker	Linda Christian	Maya Foster	Des Jarrett
Darlene Baldwin	Doug Clarke	Maureen Frayling	Annie Joass
Ellie Ball	Jo Clark-Smith	David Gage	Ed Johnson
Olly Ball	Anne Clubb	Linda Garner	Roger Jones
Mari Barkhuizen	Carey Clubley	Shona Gavin	Cindylee Joyce
Ben Barr	Lisa Clunie	Kandas Gee	Junior Kaukau
Lorraine Barton	Richard Collecutt	Murray Gibbs	Stephen Kay
Pipi Barton	John Collins	Glen Gibson	Jessica Kean
Mark Belcher	Janine Conaghan	Amy Gifford	Anne-Marie Kelly
Zana Bell	Lucas Connew	Phil Giles	Janet Kemp
Jules Bennett	Tanya Cook	Douglas Goh	Cherie Kerr
Jason Bentley-Hape	Gaylene Corkin	Robyn Gow	Lorraine King
Jo Berghan	Rhys Cortesi	Errol Gray	Bernie Kiro
Marie Berghan	Helen Cossey	Sarah Gray	Carla Klink
Clare Blackburn	Ness Crabb	Calvin Green	Benjamin Kluge
Paul Blagrove	Dan Croft	Valerie Green-Moss	Renee Korewha
Justin Blaikie	Jo Cullen	Norma Hall	Arlene Lattimer
Vicktoria Blake	Tania Cumming	Vania Hamlin	Kerri Laurie
Julian Blank	Toni Daly	Jamie Hancox	Jann Leaming
Terry Blyth	Sharon Darby	Josh Hanley	Henry Lemmen
Alan Boyce	Joanna Davison	Jan Hansen-Jackson	Stacey Lemon-Connew
Michael Boyd-Clark	Jan Dawson	Anna Harding	Hayden Lester
Kell Bracewell	Kathy Derrick	Kylie Harnett	Shane Lett
Kevin Bracewell	Pam diSalveo-Katsotis	Steven Harrison	Ben Lim
Sarah Bray	Iya Diza	David Harrop	Jane Lim
Graham Brewer	Cushla Donnelly	Noel Hawkins	Raewyn Lindsay
Terri Brian	Paula Douglas	Kelly Heke	Klaus Lotz
Phil Brimacombe	Nigel Drummond	Deidre Hemera	Stewart Love
Petrus Brink	Colin Dyer	Te Hemo Ata Henare	Heidelind Luschberger
Jeanette Briscoe	Richard Easton	Paul Heslin	Sean Lynch
Rhonda Brodie	Wayne Eccleshall	Guy Hessel	Pierre Lyndon
Amelia Brookland	John Ecuyer	Diana Heywood	Bev MacKay
Peter Bruce	Aperahama Edwards	John Hill	Donna MacLaine



Janet MacMenigall
 Pereri Mahanga
 Vivienne Maitland
 Layne Malshinger
 Lindsay Marks
 Jane Martin
 Mike Matata
 Kevin McAdams
 Kelly McCallum
 Carol McClintock
 Hamish McCracken
 Andrew McCulloch
 Jennifer McDougall
 Michael McGivern
 Jan McIsaac
 Jarrod McKelvie
 Ady McKenzie
 Sharna McKenzie
 Faith McManus
 Nikki McMillan
 Noel McRae
 Rob Meadows
 Diana Menefy
 Jamie Metekingi
 Alys Midgelow-Marsden
 Sue Milner
 Terry Mita
 Natalie Moffat
 Debra Montgomery
 Dai Morgan
 Gareth Morgan
 Jade Morgan
 Stephanie Morgan
 Brian Moyle
 Victoria Munro
 Dave Murray
 Jonathan Nagulesan
 Jessie Naicker
 Em Nakao
 Carmen Nathan
 Kereama Nathan
 Viv Nathan
 Zafar Naushad
 Sharlene Nelson

Tanya Newman
 Bobby Newport
 Phil Nikora
 Steve O'Brien
 Arlene Olsen
 Selenta Orr
 Melanie Osborne
 Steve Ozolins
 Jennelyn Padilla
 Shane Paraone
 Kirsten Parker-van Eck
 Tasha Paton
 Anne Patrick
 Maik Patu
 Amohia Paul
 Mark Pearson
 Neil Pemberton
 Tess Peters
 Simon Phelps
 Martha Poasa
 Susy Pointon
 Craig Potter
 John Pratt
 Deidre Pukeroa
 Lucie Quantrill
 Karen Quinn
 Stephen Rameka
 Kevin Rasmussen
 Rhiannon Reti
 Julian Reweti
 Roger Rhodes
 Stu Richardson
 Krystal Riley
 Alison Ritchie
 Dale Robson
 Bill Rogers
 Ward Rostern
 Funmi Rotimi
 Hohepa Rudolph
 Richard Runciman
 Tonya Russell
 Michelle Ryan
 Taina Savage
 Johan (Gys) Scholtz

Norma Scobie
 Gabriel Segerfrojd
 Hayley Semenoff
 Huhana Seve
 Jane Shaw
 Rochelle Skudder
 Colin Small
 Ben Smedley
 Andrea Smith
 Diane Smith
 Ellie Smith
 Graham Smith
 Greg Smith
 Jim Smith
 Jon Smith
 Margaret Smith
 Merv Smith
 Ebony Somers
 Wolfgang Sperlich
 Gary Stables
 Grant Steven
 Te Kuiti Stewart
 Alex Storrie
 Richard Stuart-Menteath
 Nigel Studdart
 Kishwer Sultana
 Angela Summersgill
 Mia Sun
 Paul Sykes
 Xueqin Tan
 Rachael Tane
 Katherine Tasker
 Tanya Tautari
 Reweti Tawhai
 Ian Taylor
 Rees Te Tai
 Kiriwai Te Whero
 Mia Testa
 Judy Thompson
 John Tilson
 Joe Tipene
 Monty Tito
 Chris Tobin
 Ric Tohu

Luke Tomes
 Emese Tornai
 Vivienne Torr
 Fred Towler
 Amanda Turner
 Helen Turner
 George Tzikoucos
 Trina Upperton
 Bernadett Vido
 Sakshi Vij
 Shane Walden
 Danielle Walker
 Eliza Wallace
 Ripeka Walters
 Susan Warring
 Ashlee Waters
 Mathew Wati
 Elsie Waymouth
 Melissa Waymouth
 Alex Webster
 Vanessa Weir
 Val West
 Jan Whitehead
 Georgie Whittaker
 James Whittaker
 Mike Wikitera
 Walter Wilde
 Karen Wilkinson
 Dave Williams
 Diane Williams
 Mary Williams
 Melissa Williams
 Shane Williamson
 Zoe Williamson
 Mike Witehira
 Mirko Wojnowski
 Rahari Woldseth
 Evan Wood
 Ruth Wood
 Scott Zhang
 Luisa Zoing



Daniel Roecken
Science and environmental tutor

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Auckland
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North Tec

TAI TOKERAU WĀNANGA

