



Nelson Marlborough Institute of Technology  
Te Whare Wānanga o Te Tau Ihu o Te Waka a Maui



# 2008

Annual Report • **Nga Ahuatanga**



# Excellence in Education

## Our Mission

Nelson Marlborough Institute of Technology (Te Whare Wānanga o Te Tau Ihu o Te Waka a Maui) will contribute to the social, economic, cultural and environmental development of Nelson, Tasman and Marlborough, through the provision of applied and vocational education and training.

## Goals

1. Be excellent in education and training
2. Value and develop our people
3. Engage our communities and industries in learning
4. Spend every dollar wisely to meet our goals

If the centre shoot of the flax bush  
were plucked, where would the  
bellbird sing?

If you were to ask me

What is the most important thing  
in the world

I should answer

It is People, People, People

Hutia te rito o te harakeke

Kei hea te Komako e Ko

Ki mai ki ahau

He aha te mea nui o te Ao?

Maku e ki atu

He Tangata, He Tangata,

He Tangata



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## Role of this Annual Report

### Purpose

The purpose of this Annual Report is to provide information to assist users in:

- Assessing Nelson Marlborough Institute of Technology's (NMIT) financial and service performance, financial position and cash flows;
- Assessing Nelson Marlborough Institute of Technology's compliance with legislation, regulations, common law and contractual arrangements, as these relate to the assessment of its financial and service performance, financial position and cash flows;
- Making decisions about providing resources to, or doing business with, Nelson Marlborough Institute of Technology.

Thus the Annual Report has an accountability role and an informative role.

Annual financial statements are required by the Public Finance Act 1989 and the Crown Entities Act 2004. Financial and non-financial information is required to be included for significant activities.

### Relationship to Other Key Documents

Under the Education Act 1989 and its amendments, Nelson Marlborough Institute of Technology must prepare and adopt the following key documents:

- Charter of the Institution (section 180)
- Statement of Objectives including performance measures (section 203)
- Investment Plan 2008-2010 (section 220)
- Annual Report (section 220)

## Council Chair's Foreword

The year 2008 will be remembered as a year of transition and change for NMIT and the tertiary sector. New reforms were implemented to enforce sector educational standards, and to encourage a regional focus for tertiary education providers like NMIT. We were fortunate that our strategic direction had already positioned NMIT towards quality provision of courses that reflected the needs of the community within which we operate. This direction also reinforced the provision of courses in business sectors where NMIT is an acknowledged national education leader.

Towards the end of the financial year it looked likely that NMIT would have been able to report a surplus of \$702k for the year, an excellent outcome considering the agreed operating budget was a surplus of \$151k. However, as a result of changes in interpretations of accounting policies and new information received from the Tertiary Education Commission (TEC), NMIT has achieved an increased surplus of \$1,553k for 2008.

In April 2007, NMIT was awarded Quality Reinvestment Programme (QRP) funding by TEC to support withdrawal from activities deemed 'out of region'. NMIT, in good faith, and based on the information provided by TEC, accounted for these monies by way of a release through our Income Statement. Audit NZ approved this accounting treatment in the 2007 Annual Report, giving an unqualified audit opinion.

Subsequently NMIT received information from TEC and the Office of the Auditor General that enforced a new accounting treatment for our historic and future capital project spending within the QRP fund. The treatment for Capital spend is now as an Equity Injection, thereby by-passing the Income Statement. This has had a material impact on the 2007 and 2008 Financial Statements and is likely to have a similar impact for 2009.

I have attached a copy of a letter<sup>1</sup> received from the Auditor General in relation to this matter and I am pleased to note that NMIT has acted in good faith, and prepared financial statements on the best information available.

Further, Audit NZ carried out a review in 2008 of our Joint Venture agreements with Aviation providers, and other joint venture partners. NMIT has accounted for these agreements as Joint Ventures since their inception in 2000, and Audit NZ had given a unqualified Audit Report each year. On the basis of this new review, Audit NZ now consider that these agreements no longer constitute Joint Ventures as defined by Accounting Standard NZIAS31. This new accounting treatment had a minor effect on the overall result but primarily increased NMIT's income and expenditure to give the same net effect. The combined impact of these changes can be seen in the restated 2007 and 2008 financial statements.

Due to these changes NMIT has restated the 2007 financial result from a surplus of \$234k to a deficit of \$(796)k.

It is important to note that both of these accounting changes do not impact the underlying financial strength of NMIT. The cumulative Equity of NMIT remains unchanged.

Despite the aforementioned accounting treatment issues, income from the Quality Reinvestment Programme fund has enabled the transition to occur and with the minimum of negative impact. NMIT is now planning for the future, mindful of the downward pressure on funding given the current global recession and the impact this has on the NZ Government's ability to maintain current and future funding levels.

NMIT recognises and celebrates the achievements of our students who have used the skills and networks they have acquired at NMIT to take on challenges in their careers and communities. We wish them continued success.

Successful milestones achieved in 2008 include:

- The long awaited Tourism, Hospitality and Wellbeing teaching facility on the Nelson campus was substantially completed in 2008.
- Announcement of funding for an Arts and Media building on the Nelson campus, as a result of a comprehensive application to assist us to replace NMIT's buildings in need of renewal.
- Agreement with RNZAF to build an extended training facility at Base Woodbourne.
- Agreement with the Brook Waimarama Sanctuary Trust for an education centre at the Sanctuary.

The NMIT Council recognises the significant contributions and commitment of our Chief Executive, Tony Gray, our management and staff. While 2008 was a tough and challenging year, our teams achieved some excellent outcomes. Our senior management team made significant contributions at a national level to the tertiary sector reform process in collaboration with several other institutions in the sector. They have also been involved in many exciting and innovative local educational initiatives with local schools, businesses and the community.

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<sup>1</sup> Refer to page 5 for a copy of the OAG letter

## COUNCIL CHAIR'S FOREWORD

I would like to express my thanks to my Council colleagues for the investment of their time, energy and passion in NMIT. We appreciate their wise counsel in performing this special governance role on behalf of our community. Linda Caron retired during the year as representative for the student community, and was ably replaced by Kay Fisk.

I would particularly like to highlight the fantastic contribution and commitment of Brian Rhoades who recently retired. Brian was a member of Council for ten years, the last nine as Chair. He guided NMIT through some tumultuous years, and particularly difficult changes in official funding arrangements. His unique diplomatic and proactive manner helped ensure that NMIT emerged as the outstanding, able and vibrant organisation that it is today.

The current economic environment and outlook provides both challenges and opportunities for NMIT. I believe that NMIT's people will be able to mitigate the threats, and take advantage of these opportunities for our community.

We need to ensure that NMIT has a sustainable business base to provide our community with the tertiary educational support it requires. This will position us to be at the forefront of new initiatives in education and education technology, and enable us to provide an inspirational and strengthening environment to meet the needs of our students.

A handwritten signature in dark ink, appearing to read 'Ross Butler', with a horizontal line underneath.

Ross Butler  
Council Chair



**CONTROLLER AND AUDITOR-GENERAL**  
 Tūmaki o te Mana Arotake

Level 5, 48 Mulgrave Street, Thorndon  
 Private Box 3928, Wellington, New Zealand

Telephone: +64 4 917 1500  
 Facsimile: +64 4 917 1509

E-mail: [kevin.brady@oag.govt.nz](mailto:kevin.brady@oag.govt.nz)  
 Website: [www.oag.govt.nz](http://www.oag.govt.nz)

28 April 2009

Nelson Marlborough Institute of Technology  
 Private Bag 19  
 Nelson

Kevin Brady

Attention: Mr Ross Butler and Mr Tony Gray

Dear Mr Butler and Mr Gray

#### **ACCOUNTING FOR FUNDING RECEIVED IN RELATION TO THE QUALITY REINVESTMENT PROGRAMME**

I am writing to alert you to an issue that concerns me, relating to the accounting of Quality Reinvestment Programme (QRP) funding. Unfortunately, if the issue is not properly resolved, it could mean the audit report on Nelson Marlborough Institute of Technology's (NMIT's) 2008 financial statements will contain a qualified audit opinion.

I am aware that some QRP capital funding provided to NMIT in 2007 was intended by the Crown to be a contribution of equity. Further, I understand that such funding may not have been accounted for as an equity contribution because the intention of the Crown in providing the funding was not made clear.

I would like NMIT's QRP capital funding that was intended as an equity contribution by the Crown to be accounted for as equity by restating the 2007 comparative information in the 2008 financial statements. I appreciate that we are all up against tight timeframes. Nevertheless, I consider the accounting of QRP funding must reflect the substance of the funding arrangements. As far as I am concerned, if the Crown intended some QRP funds to be a further investment in the capability of NMIT, it is important that it is reflected appropriately in the financial statements.

I do not want to imply that your actions to date have in any way been inappropriate. On the contrary, based on feedback received from my appointed auditor, it appears to me that you have acted in good faith. You have prepared NMIT's financial statements on the basis of the best information available to you, including the QRP funding agreement(s) with the Tertiary Education Commission (TEC).

Unfortunately, in my view, some funding agreements lacked the necessary clarity about the intentions underpinning the Crown funding. Many of the QRP funding agreements with TEC that we have seen focus solely on what use the money can be put to, and the performance measures and other accountability associated with such use.

My staff have been in discussions with staff at TEC. I have requested that TEC write to clarify the Crown's intention in providing QRP capital funding to NMIT. On the basis of this clarification, I expect you will be in a position to adjust NMIT's 2008 financial statements as necessary to reflect the substance of the funding arrangements. For the sake of clarity, I expect the 2007 comparative information will be adjusted to account for the relevant QRP funding as an equity contribution, rather than operating revenue.



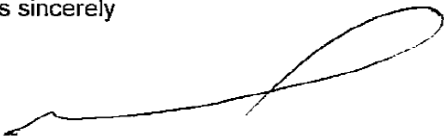
I want to reassure you that I will be asking my appointed auditor not to take the usual action in relation to any breaches of statutory deadline as a direct result of the resolution of this issue. Be assured that Ministerial letters will be clear that any breach of statutory deadline is not your fault. Ordinarily a breach of statutory deadline would attract negative comment from us, but I consider that would be inappropriate under the current circumstances.

I apologise for having to write to you in this way, and at such a late stage in the 2008 audit process. However, I wanted you to clearly understand my position regarding the accounting of QRP funding in NMIT's 2008 financial statements before your Council formally adopts those statements.

My staff are working with TEC to ensure that TEC's funding agreements in the future are clear about whether funds are provided as an operating grant or an equity contribution.

If you have any concerns or questions about this letter please contact Pania Gray, email [pania.gray@oag.govt.nz](mailto:pania.gray@oag.govt.nz) or phone (04) 917 1596.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Kevin Brady', with a long, sweeping horizontal stroke followed by a loop.

Kevin Brady

cc: Scott Tobin



## Role of Council

Nelson Marlborough Institute of Technology is under the control of a Council comprised of elected and appointed members from the Nelson Marlborough region. The role of the Council is the governance of the institution, policy making and the appointment and performance management of the Chief Executive.

The Council delegates the management of the academic and administrative operation of the Institute to the Chief Executive.

## Responsibilities of the Council of NMIT are to:

1. Approve and monitor the implementation of the Charter which sets out the role and purpose of the Institute
2. Determine the strategic direction of the institution
3. Approve the institution's objectives
4. Ensure that the financial, physical, educational and intellectual assets of the institution are efficiently and effectively managed
5. Appoint the Chief Executive
6. Monitor the performance of the Chief Executive
7. Consult with stakeholders when reviewing the Investment Plan
8. Establish an academic board to advise the Council on matters relating to courses of study or training and other academic matters.

This 2008 Annual Report was approved subject to audit by the NMIT Council on 27 March 2009.

## NMIT Council Members

Ross Butler (Chair)<sup>1</sup>, Ian Paterson (Deputy Chair), Tony Gray (Chief Executive), Brian Rhoades<sup>2</sup>, Marion Heinz, Luke Katu, Hemaima Hughes, Virginia Watson, Leo McKendry, Clare Atkins, Hilary Mitchell, Allen Hippolite, Andrew Rowe, Kerry Marshall, Linda Caron, Karyn Fisk.

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<sup>1</sup> Elected Chairperson January 2009

<sup>2</sup> Chairperson until 31 December 2008

# Audit Report

To the readers of Nelson Marlborough Institute of Technology and group's financial statements and performance information for the year ended 31 December 2008

The Auditor-General is the auditor of Nelson Marlborough Institute of Technology (the Institute) and group. The Auditor-General has appointed me, Scott Tobin, 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 Institute and group, on his behalf, for the year ended 31 December 2008.

## UNQUALIFIED OPINION

- > In our opinion:
  - the financial statements of the Institute and group on pages 12 to 33;
  - comply with generally accepted accounting practice in New Zealand; and
  - fairly reflect:
    - the Institute and group's financial position as at 31 December 2008; and
    - the results of its operations and cash flows for the year ended on that date.
- > the performance information of the Institute and group on pages 34 to 41 fairly reflects its service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 18 June 2009, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

## BASIS OF OPINION

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- > determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- > verifying samples of transactions and account balances;
- > performing analyses to identify anomalies in the reported data;
- > reviewing significant estimates and judgements made by the Council;
- > confirming year-end balances;
- > determining whether accounting policies are appropriate and consistently applied; and
- > determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We obtained all the information and explanations we required to support our opinion above.

## RESPONSIBILITIES OF THE COUNCIL AND THE AUDITOR

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the Institute and group as at 31 December 2008. They must also fairly reflect the results of its operations and cash flows for the year ended on that date. The Council is also responsible for preparing performance information that fairly reflects the service performance achievements for the year ended 31 December 2008. The Council's responsibilities arise from the Education Act 1989 and the Crown Entities Act 2004.

We are responsible for expressing an independent opinion on the financial statements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and the Crown Entities Act 2004.

## INDEPENDENCE

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit, we have no relationship with or interests in the Institute and group.



S M Tobin  
Audit New Zealand  
On behalf of the Auditor-General  
Christchurch, New Zealand

## Matters relating to the electronic presentation of the audited financial statements and performance information

This audit report relates to the financial statements and performance information of Nelson Marlborough Institute of Technology (the Institute) and group for the year ended 31 December 2008 included on the Institute's website. The Institute's Council is responsible for the maintenance and integrity of the Institute's website. We have not been engaged to report on the integrity of this website. We accept no responsibility for any changes that may have occurred to the financial statements and performance information since they were initially presented on the website. The audit report refers only to the financial statements and performance information named above. It does not provide an opinion on any other information which may have been hyperlinked to or from the financial statements and performance information. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and performance information as well as the related audit report dated 18 June 2009 to confirm the information included in the audited financial statements and performance information presented on this website. Legislation in New Zealand governing the preparation and dissemination of financial information may differ from legislation in other jurisdictions.

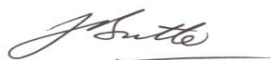
# Statement of Responsibility

for the year ended 31 December 2008

In the financial year ended 31 December 2008, the Council and management of Nelson Marlborough Institute of Technology were responsible for:

1. The preparation of the financial statements and statement of performance and the judgements used therein: and
2. Establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of Council and management of Nelson Marlborough Institute of Technology the financial statements for the financial year fairly reflect the financial position and operations of Nelson Marlborough Institute of Technology.




R Butler  
Council Chair



A Rowe  
Chair of Audit and Risk Committee



T J Gray  
Chief Executive



M Vanner  
Director of Finance and Corporate Services

# Audit Report

To the readers of Nelson Marlborough Institute of Technology and group's financial statements and performance information for the year ended 31 December 2008

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The audit was completed on 18 June 2009, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

## BASIS OF OPINION

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- > determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
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We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

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## RESPONSIBILITIES OF THE COUNCIL AND THE AUDITOR

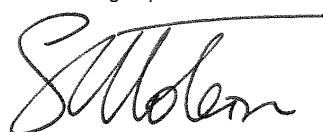
The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the Institute and group as at 31 December 2008. They must also fairly reflect the results of its operations and cash flows for the year ended on that date. The Council is also responsible for preparing performance information that fairly reflects the service performance achievements for the year ended 31 December 2008. The Council's responsibilities arise from the Education Act 1989 and the Crown Entities Act 2004.

We are responsible for expressing an independent opinion on the financial statements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and the Crown Entities Act 2004.

## INDEPENDENCE

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit, we have no relationship with or interests in the Institute and group.



S M Tobin  
Audit New Zealand  
On behalf of the Auditor-General  
Christchurch, New Zealand



## Two Year Performance Summary for the Group

for the year ended 31 December 2008

Revenue	2008 (\$000)	2007 (\$000)
TEC Funding	23,723	22,584
Domestic Student Tuition Fees	17,612	15,779
International Student Fees	2,526	2,073
Other Income	5,457	5,235
<b>Total</b>	<b>49,318</b>	<b>45,671</b>
<b>Expenses</b>		
Personnel	15,742	15,983
Other Expenses	29,667	28,104
Depreciation	2,367	2,431
<b>Total</b>	<b>47,776</b>	<b>46,518</b>
Surplus/(deficit) (\$000)	1,542	(847)
Share of net surplus/(deficit) from Associates	11	51
Surplus/(deficit) (\$000)	<b>1,553</b>	<b>(796)</b>
<b>Ratio Analysis</b>		
Surplus as a % of Total Revenue	3.1%	(1.9)%
Return on Fixed Assets	2.5%	(1.5)%
Return on Equity	2.4%	(1.4)%
Operating Revenue/Fixed Assets (:1)	0.8:1	0.8:1
Liquidity Ratio (:1)	1.0:1	1.2:1
Debt Equity Ratio (:1)	0%	0%
Equity (\$000)	64,643	62,705
Fixed Assets (\$000)	62,843	57,913
Bank and Short Term Funds (\$000)	15,478	16,637
Net Assets per EFTS	21,327	20,221
Net Cash Flows from Operating Activities (\$000)	5,823	1,995
Total Cash Flows from Operations including Investing & Financing Activities	1,957	(4,712)
Purchase of Fixed Assets (\$000)	7,296	2,037
Purchase of Fixed Assets/Depreciation (:1)	3.1:1	0.8:1
Net Cost of Services (\$)	45,447	43,789
Net Cost of Services per EFTS (\$) - Actual	14,994	14,121
Net Cost of Services per EFTS (\$) - Budget	7,618	7,089
Personnel Costs per EFTS (\$)	5,194	5,154
Capital Expenditure per EFTS (\$)	2,407	657
Fixed Assets per EFTS (\$)	20,734	18,676
<b>Key Student and Staff Performance Indicators</b>	<b>2008</b>	<b>2007</b>
TEC EFTS	2,750	2,840
International EFTS	195	148
ITO	32	28
TOPS	8	32
STAR	40	47
Other EFTS	6	6
<b>Total</b>	<b>3,031</b>	<b>3,101</b>
Total Enrolments	8,838	9,058
TEC funding per TEC Funded EFTS (\$)	8,627	7,952
Domestic Student Fees per TEC EFTS (\$)	6,404	5,556
International Fees per International EFTS (\$)	12,954	14,007
Total revenue per Total EFTS (\$)	16,271	14,728
Student Satisfaction (overall)	89.0%	89.0%
Student Completion	79.0%	75.0%
Total Academic Staff (FTE)	130	156
Total Allied Staff (FTE)	125	114
Total Staffing (FTE)	255	270
Academic Staff FTE/NON Academic Staff FTE (:1)	1.0:1	1.3:1

# Statement of Financial Position

for the year ended 31 December 2008

		INSTITUTE		GROUP		
		Actual	Budget	Actual	Actual	Actual
		2008	2008	2007	2008	2007
Current Assets	(Notes)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Cash and Cash Equivalents	8	3,478	10,987	1,137	3,478	1,137
Trade and Other Receivables	9	3,509	1,760	2,282	3,509	2,282
Other Financial Assets	10	12,000	0	15,500	12,000	15,500
Prepayments		462	403	461	462	461
Loans and Receivables		0	0	260	0	260
<b>Total Current Assets</b>		<b>19,449</b>	<b>13,150</b>	<b>19,640</b>	<b>19,449</b>	<b>19,640</b>
<b>Current Liabilities</b>						
Trade Creditors	14	3,906	1,857	3,193	3,906	3,193
Provisions	15	1,296	1,190	1,354	1,296	1,354
Current Portion of Finance Leases	16	0	0	5	0	5
Other Financial Liabilities	17	13,003	11,603	10,639	12,726	10,366
<b>Total Current Liabilities</b>		<b>18,205</b>	<b>14,650</b>	<b>15,191</b>	<b>17,928</b>	<b>14,918</b>
<b>Working Capital</b>		<b>1,244</b>	<b>(1,500)</b>	<b>4,449</b>	<b>1,521</b>	<b>4,722</b>
<b>Non-Current Assets</b>						
Investments in Associates	13	2	635	4	67	110
Intangibles	12	336	0	94	336	94
Fixed Assets	11	62,843	68,704	57,913	62,843	57,913
Other Financial Assets	10	15	15	15	15	15
<b>Total Non-Current Assets</b>		<b>63,196</b>	<b>69,354</b>	<b>58,026</b>	<b>63,261</b>	<b>58,132</b>
<b>Non-Current Liabilities</b>						
Finance Leases	16	0	0	0	0	0
Provisions	15	139	0	149	139	149
<b>Total Non-Current Liabilities</b>		<b>139</b>	<b>0</b>	<b>149</b>	<b>139</b>	<b>149</b>
<b>Total Net Assets</b>		<b>64,301</b>	<b>67,854</b>	<b>62,326</b>	<b>64,643</b>	<b>62,705</b>
Represented by:	19					
Capital Introduced		19,845	22,969	19,460	19,845	19,460
Accumulated Funds		1,475	1,693	(115)	1,817	264
Capital Reserves		2,855	2,855	2,855	2,855	2,855
Revaluation Reserves		40,126	40,337	40,126	40,126	40,126
<b>Total Equity</b>		<b>64,301</b>	<b>67,854</b>	<b>62,326</b>	<b>64,643</b>	<b>62,705</b>

The notes form part of, and should be read in conjunction with, these financial statements.

# Statement of Movements in Equity

for the year ended 31 December 2008

	(Notes)	INSTITUTE		GROUP		
		Actual	Budget	Actual	Actual	Actual
		2008	2008	2007	2008	2007
		\$000	\$000	\$000	\$000	\$000
<b>Public Equity as at 31 December</b>	18	62,326	61,703	60,629	62,705	61,010
Net Surplus/(Deficit)		1,590	151	(794)	1,553	(796)
Crown Equity Contribution		385	6,000	2,491	385	2,491
Revaluation Reserve – Sale of Buildings		0	0	0	0	0
Net Increase from Revaluations		0	0	0	0	0
Total Recognised Revenue and Expenditure		1,975	6,151	1,697	1,938	1,695
<b>Public Equity as at 31 December</b>		<b>64,301</b>	<b>67,854</b>	<b>62,326</b>	<b>64,643</b>	<b>62,705</b>

The notes form part of, and should be read in conjunction with, these financial statements.

# Statement of Financial Performance

For the year ended 31 December 2008

	(Notes)	INSTITUTE		GROUP		
		Actual	Budget	Actual	Actual	Actual
		2008	2008	2007	2008	2007
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Income</b>						
Direct Recoveries	4	2,328	2,925	2,729	2,328	2,729
TEC Bulk Funding		15,626	9,531	20,433	15,626	20,433
TEC Other Funding	3	8,097	7,526	2,151	8,097	2,151
STAR		48	93	33	48	33
TEC/Skill NZ		79	248	197	79	197
Finance Income	7	1,746	1,016	1,438	1,746	1,438
Student Tuition Fee		17,612	3,258	15,779	17,612	15,779
ITO Income		283	330	236	283	236
Overseas Student Income		2,526	1,862	2,073	2,526	2,073
Other Income		966	1,794	595	973	602
<b>Total Income</b>		<b>49,311</b>	<b>28,583</b>	<b>45,664</b>	<b>49,318</b>	<b>45,671</b>
<b>Expenditure</b>						
Salaries and Wages	5	15,742	14,621	15,983	15,742	15,983
Class Materials and Resources		21,005	2,519	20,752	21,005	20,752
Depreciation and Amortisation		2,367	2,500	2,431	2,367	2,431
Administration – Direct		998	1,201	1,909	998	1,909
Central Services and Administration	6	7,073	7,111	4,471	7,097	4,502
Impairment Costs	13	0	0	263	54	315
Finance Costs	7	536	480	649	513	626
<b>Total Expenditure</b>		<b>47,721</b>	<b>28,432</b>	<b>46,458</b>	<b>47,776</b>	<b>46,518</b>
<b>Operating Surplus (Deficit)</b>		<b>1,590</b>	<b>151</b>	<b>(794)</b>	<b>1,542</b>	<b>(847)</b>
Share of Net Surplus/(Deficit) from Associates	13	0	0	0	11	51
<b>Net Surplus (Deficit)</b>		<b>1,590</b>	<b>151</b>	<b>(794)</b>	<b>1,553</b>	<b>(796)</b>

The notes form part of, and should be read in conjunction with, these financial statements.



# Statement of Cash Flows

for the year ended 31 December 2008

	(Notes)	INSTITUTE		GROUP		
		Actual	Budget	Actual	Actual	Actual
		2008	2008	2007	2008	2007
Operating Activities		\$000	\$000	\$000	\$000	\$000
TEC Bulk Funding		15,328	15,752	18,689	15,328	18,689
TEC Other Funding		8,097	7,526	2,151	8,097	2,151
TEC/Skill NZ		79	248	197	79	197
STAR		48	93	33	48	33
Student Fees		22,394	20,078	26,340	22,394	26,340
Interest Received		1,746	1,061	1,438	1,746	1,438
Other		3,166	3,870	2,186	3,166	2,186
<b>Total</b>		<b>50,858</b>	<b>48,628</b>	<b>51,034</b>	<b>50,858</b>	<b>51,034</b>
Less						
Payments to Employees		15,806	14,621	15,673	15,807	15,673
Payments to Suppliers		28,330	30,650	33,810	28,329	33,810
Interest		490	561	604	490	604
Funds paid on Behalf of Others		6	0	11	6	11
GST		403	0	(1,059)	403	(1,059)
<b>Total</b>		<b>45,035</b>	<b>45,832</b>	<b>49,039</b>	<b>45,035</b>	<b>49,039</b>
<b>Net Cash Flows from Operating Activities</b>	19	<b>5,823</b>	<b>2,796</b>	<b>1,995</b>	<b>5,823</b>	<b>1,995</b>
Investing Activities						
Proceeds from Sale of Fixed Assets		(71)	0	30	(71)	30
Less: Purchases of Fixed Assets		7,174	13,039	2,020	7,174	2,020
Less: Purchases of Intangibles		122	0	17	122	17
Proceeds from sales of Financial Assets in the Nature of Investments		(3,500)	0	4,700	(3,500)	4,700
<b>Net Cash Flows From Investing Activities</b>		<b>(3,867)</b>	<b>(13,039)</b>	<b>(6,707)</b>	<b>(3,867)</b>	<b>(6,707)</b>
<b>Net Cash Flows From Financing Activities</b>		<b>385</b>	<b>6,000</b>	<b>2,491</b>	<b>385</b>	<b>2,491</b>
<b>Total Cash Flows</b>		<b>2,341</b>	<b>(4,243)</b>	<b>(2,221)</b>	<b>2,341</b>	<b>(2,221)</b>
Opening Balance		1,137	15,230	3,358	1,137	3,358
<b>Closing balance represented by Cash and Cash Equivalents</b>		<b>3,478</b>	<b>10,987</b>	<b>1,137</b>	<b>3,478</b>	<b>1,137</b>

The notes form part of, and should be read in conjunction with, these financial statements.

# Notes to the Financial Statements

For the year ended 31 December 2008

## 1. STATEMENT OF ACCOUNTING POLICIES

### The Reporting Entity

Nelson Marlborough Institute of Technology is a Crown entity and is established under the Education Act 1989 as a public tertiary institution. It provides full-time and part-time tertiary education in New Zealand. The consolidated financial statements incorporate the Nelson Polytechnic Educational Society Incorporated (balance date 31 December), its subsidiary organisations, Nelson Academy Limited and New Zealand School of Fisheries Limited and NMIT International.

### Basis of Preparation

The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand and the requirements of the Crown Entities Act 2004 and the Education Act 1989.

Nelson Marlborough Institute of Technology is a public benefit entity for the purpose of complying with generally accepted accounting practice in New Zealand.

The financial statements have also been prepared on a historical cost basis, except land and buildings that have been measured at fair value.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

### Statement of Compliance

The financial statements comply with applicable Financial Reporting Standards, which include New Zealand equivalents to International Financial Reporting Standards ('NZ IFRS').

### Basis of Consolidation

The consolidated financial statements comprise the financial statements of Nelson Marlborough Institute of Technology and its subsidiaries as at 31 December each year ('the Group').

The financial statements of subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies.

All inter-entity balances and transactions, including unrealised profits arising from intra-group transactions, have been eliminated in full. Unrealised losses are eliminated unless costs cannot be recovered.

Subsidiaries are consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group.

Where there is loss of control of a subsidiary, the consolidated financial statements include the results for the part of the reporting year during which Nelson Marlborough Institute of Technology has control.

### Property, Plant and Equipment

The measurement bases used for determining the gross carrying amount for each class of assets is as follows:

- Land and buildings are measured at fair value less subsequent accumulated depreciation and subsequent accumulated impairment losses.
- Plant and equipment, motor vehicles, computer hardware and library books are stated at cost less accumulated depreciation and any accumulated impairment losses.

Land and Buildings have been valued and incorporated into the financial statements on the basis of a valuation by Duke & Cooke Ltd (Registered Valuers) as at 31 December 2006. Building and Land additions are initially recorded at cost until a further revaluation is completed. Increases in the value of land and buildings are recorded in the Asset Revaluation Reserve. It should be noted that formal legal transfer of title for Land and Buildings acquired prior to 1 January 1990 by the then Department of Education has yet to occur. The Institute Council is of the opinion that in substance it has all the

normal risks associated with ownership and accordingly it would be misleading to exclude these assets and associated depreciation from the Financial Statements. Approval from the Ministry of Education is required to sell any asset with a cost of \$50,000 or more.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

Class of Assets	Rate
Buildings	1%-25% per annum
Plant and Equipment	10%-33.33% per annum
Motor Vehicles	20% per annum
Computer Hardware	25% per annum
Library Books	10% per annum

### Revaluations

Following initial recognition at cost, land and buildings are carried at a revalued amount which is the fair value at the date of the revaluation less any subsequent accumulated depreciation on buildings and accumulated impairment losses.

Fair value is determined by reference to market-based evidence, which is the amount for which the assets could be exchanged between a knowledgeable willing buyer and a knowledgeable willing seller in an arm's length transaction as at the valuation date.

Revaluation of property, plant and equipment is carried out on a class of asset basis.

Any net revaluation surplus is credited to the asset revaluation reserve included in the equity section of the balance sheet unless it reverses a net revaluation decrease of the same asset previously recognised in the statement of financial performance.

Any net revaluation decrease is recognised in the statement of finance performance unless it directly offsets a previous net revaluation increase in the same asset revaluation reserve.

Any accumulated depreciation as at revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to retained earnings.

Independent valuations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from the asset's fair value at the balance sheet date.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset.

Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in the statement of financial performance in the year the item is derecognised.

### Non-Current Held For Sale

Property, plant and equipment is re-classified as a non-current asset held for sale when its carrying amount will be recovered principally through a sale transaction rather than through continuing use. The re-classification takes place when the asset is considered to be available for immediate sale in its present condition subject only to the usual and customary terms for sales of such assets and the sale is considered highly probable.

Assets Held for Sale are not depreciated.

Any impairment losses for write downs of non-current assets held for sale are recognised in the statement of financial performance.

#### **Impairment of Non-Financial Assets**

Non-financial assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment.

Assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

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

If an asset's carrying amount exceeds its recoverable amount the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the statement of financial performance.

For assets not carried at a revalued amount, the total impairment loss is recognised in the statement of financial performance.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in statement of financial performance, a reversal of the impairment loss is also recognised in the statement of financial performance.

For assets not carried at a revalued amount (other than goodwill) the reversal of an impairment loss is recognised in the statement of financial performance.

#### **Investment Properties**

An investment property is initially measured at its cost including transaction cost. Where an investment property is acquired at no cost or nominal cost, its cost is deemed to be its fair value as at the date of acquisition.

Subsequent to initial recognition investment properties are stated at fair value as at each balance sheet date as determined annually by an independent valuer.

Gains or losses arising from changes in the fair values of investment properties are recognised in the statement of financial performance in the year in which they arise.

Investment properties are derecognised when they have either been disposed of or when the investment property is permanently withdrawn from use and no future benefit is expected from its disposal.

Any gains or losses on de-recognition of an investment property are recognised in the statement of financial performance in the year of de-recognition.

#### **Intangible Assets**

##### **Computer Software**

Computer software is separately acquired and capitalised at its cost as at the date of acquisition. After initial recognition, separately acquired intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses.

##### **Computer Software**

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

- Finite – 4 years
- Straight line method
- Separately acquired

The amortisation period and amortisation method for each class of intangible asset having a finite life is reviewed at each balance date. If the expected useful life or expected pattern of consumption is different from the previous assessment, changes are made accordingly.

The carrying value of each class of intangible asset is reviewed for indicators of impairment annually. Intangible assets are tested for impairment where an indicator of impairment exists.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of financial performance when the asset is derecognised.

#### **Research Costs**

Research costs are recognised as an expense in the statement of financial performance in the year in which it is incurred.

#### **Investments**

All investments are initially recognised at cost, being the fair value of the consideration given and, in the case of an investment not at fair value through profit or loss, including acquisition charges associated with the investment.

After initial recognition, investments which are classified as available-for-sale are measured at fair value or at cost in cases where the fair value cannot be reliably measured.

Gains or losses on available-for-sale investments are recognised as a separate component of equity until the investment is sold, collected or otherwise disposed of, or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is included in the statement of financial performance.

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Investments in bank deposits are classified as loans and receivables.

Investments classified as loans and receivables, are subsequently measured at amortised cost using the effective interest method.

Amortised cost is calculated by taking into account any discount or premium on acquisition, over the period to maturity.

For investments carried at amortised cost, gains and losses are recognised in income when the investments are derecognised or impaired, as well as through the amortisation process.

For investments where there is no quoted market price, fair value is determined by reference to the current market value of another instrument which is substantially the same or is calculated based on the expected cash flows of the underlying net asset base of the investment. Where the fair value cannot be reliably determined the investments are measured at cost.

#### **Student Fees and Other Receivables**

Student Fees and other receivables are recognised and carried at original receivable amount less an allowance for any uncollectible amounts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off when identified.

#### **Cash and Cash Equivalents**

Cash and short-term deposits in the balance sheet comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less.

For the purposes of the Cash Flow Statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

### Borrowing Costs

Borrowing costs are recognised as an expense in the year in which they are incurred, except that borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset shall be capitalised as part of the cost of that asset till substantially all activities necessary to prepare the qualifying asset for its intended use are complete.

An asset that takes a substantial period of time to get ready for its intended use is considered as a qualifying asset.

### Interest-bearing Loans and Borrowings

All loans and borrowings are initially recognised at cost, being the fair value of the consideration received net of transaction costs associated with the borrowing.

After initial recognition, interest-bearing loans and borrowings are measured at amortised cost using the effective interest method. Amortised cost is calculated by taking into account any transaction costs, and any discount or premium on settlement.

Gains and losses are recognised in the statement of financial performance when the liabilities are derecognised and as well as through the amortisation process.

### Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax discount rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. Where it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision shall be reversed.

Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

### Employee Entitlements

Employee benefits that the group expects to be settled within 12 months of balance date 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, sick leave, retirement leave and long service leave.

Annual leave has been calculated based on actual entitlements based on current rates of pay. Retirement leave and long service leave has been recorded on an employee's expected entitlement using an actuarial basis as supplied by NZ Treasury. Sick Leave is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Group anticipates it will be used by staff to cover those future absences.

### Leases

Finance leases, which transfer to the Group substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. The Institute has received Ministerial approval for all such leases.

Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are included in the statement of financial performance as finance costs.

Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term.

Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Initial direct costs

incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as the lease income.

Operating lease payments are recognised as an expense in the statement of financial performance on a straight-line basis over the lease term.

### Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised:

### Government Grants

Government grants are recognised when eligibility to receive the grant has been established and it is recognised over the period in which the course is taught by reference to the stage of completion of the course as at the balance sheet date.

Stage of completion is measured by reference to the days of course completed as a percentage of total days for each course.

Where funds have been received but not earned at balance date Revenue in Advance liability is recognised.

### Student Tuition Fees

Revenue from student tuition fees is recognised over the period in which the course is taught by reference to the stage of completion of the course as at the balance sheet date.

Stage of completion is measured by reference to the days of course completed as a percentage of total days for each course.

### Sale of Materials

Revenue is recognised when the significant risk and rewards of ownership have passed to the buyer and can be measured reliably.

### Interest

Revenue is recognised as the interest accrues (using the effective interest method which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument) to the net carrying amount of the financial asset.

### Other Taxes

### GST

All items in the financial statements are recognised net of the amount of GST except:

- where the GST incurred on a purchase of goods and services is not recoverable from the IRD, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables are stated with the amount of GST included.

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

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

Commitments and contingencies are disclosed exclusive of GST.

### Income Tax

Tertiary institutions are exempt from the payment of income tax under the Income Tax Act 2007.

### Derecognition of Financial Instruments

The derecognition of a financial instrument takes place when the Group no longer controls the contractual rights that comprise the financial instrument, which is normally the case when the instrument is sold, or all the cash flows attributable to the instrument are passed through to an independent third party.

### Changes in Accounting Estimates

There have been no changes in accounting estimates during the period.



**Standards issued but not yet effective**

Amendments to NZIAS 23 – Borrowing Costs.

**Allocation of Overhead**

All management and administration overheads are allocated to schools on the basis of a number of cost drivers, e.g. EFTS, staff numbers, floor space occupied.

**Associates**

Associates are those entities over which NMIT has the capacity to affect substantially, but not unilaterally determine, the financial and/or operating policies. NMIT's 50% share of Business Development Company and Mahurangi Technical Institute 2005 Ltd has been disposed of in 2008.

NMIT's share in the associates surplus or deficits from unrealised gains on transactions between NMIT and its associates is eliminated.

NMIT's investments in associates are carried at cost in NMIT's own "Institute entity" financial statements.

**Financial Instruments**

Nelson Marlborough Institute of Technology is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and cash equivalents, investments, loans, trade and other receivables, other financial assets, loans and receivables, trade creditors and other financial liabilities.

Revenues and expenses in relation to all financial instruments are recognised in the statement of financial performance. All financial instruments are recognised in the statement of financial position.

**2. SUMMARY OF NET OPERATING COST OF SERVICES**

The table below summarises the cost of services by school for the Institute. This information is utilised in determining the total cost of programme delivery expressed as a cost per Equivalent Full Time Student (EFTS).

NOTES TO THE FINANCIAL STATEMENTS

2008 Actual	BCT (\$000)	Marine (\$000)	TPI (\$000)	Aviation (\$000)	TH&W (\$000)	H&SS (\$000)	TTM (\$000)	A&M (\$000)	Total (\$000)
<b>EXPENDITURE</b>									
Salaries & Wages - Academic	1,523	683	1,261	423	1,008	2,378	148	735	8,159
Salaries & Wages - General	462	129	272	212	205	353	101	254	1,988
Class Materials & Resources	1,260	1,683	891	15,921	329	801	23	97	21,005
Administration - Direct	210	205	93	218	36	182	6	48	998
Depreciation	531	305	404	53	297	562	51	164	2,367
Impairment Costs	0	53	0	0	0	0	0	0	53
Allocated Costs - Central Services & Administration	2,875	1,624	2,190	302	1,634	3,138	278	930	12,971
<b>Total Expenditure</b>	<b>6,861</b>	<b>4,682</b>	<b>5,111</b>	<b>17,129</b>	<b>3,509</b>	<b>7,414</b>	<b>607</b>	<b>2,228</b>	<b>47,541</b>
Less:									
Revenue - Direct Recoveries	566	379	288	229	450	285	1	130	2,328
<b>Net Operating Cost of Services</b>	<b>6,295</b>	<b>4,303</b>	<b>4,823</b>	<b>16,900</b>	<b>3,059</b>	<b>7,129</b>	<b>606</b>	<b>2,098</b>	<b>45,213</b>
<b>Net Operating Cost per EFTS (\$)</b>	<b>14,274</b>	<b>16,971</b>	<b>14,354</b>	<b>45,964</b>	<b>12,385</b>	<b>15,266</b>	<b>14,429</b>	<b>15,314</b>	<b>19,733</b>

2008 Budget	BCT (\$000)	Marine (\$000)	TPI (\$000)	Aviation (\$000)	TH&W (\$000)	H&SS (\$000)	TTM (\$000)	A&M (\$000)	Total (\$000)
<b>EXPENDITURE</b>									
Salaries & Wages - Academic	1,287	538	1,121	250	1,027	1,988	137	635	6,983
Salaries & Wages - General	550	150	116	251	172	320	109	217	1,885
Class Materials & Resources	232	700	394	163	384	488	27	132	2,520
Administration - Direct	230	220	80	408	59	119	17	68	1,201
Depreciation	518	349	431	71	333	540	81	177	2,500
Allocated Costs - Central Services & Administration	2,780	1,798	2,238	392	1,792	2,970	421	953	13,344
<b>Total Expenditure</b>	<b>5,597</b>	<b>3,755</b>	<b>4,380</b>	<b>1,535</b>	<b>3,767</b>	<b>6,425</b>	<b>792</b>	<b>2,182</b>	<b>28,433</b>
Less:									
Revenue - Direct Recoveries	460	203	262	1,148	422	277	22	130	2,924
<b>Net Operating Cost of Services</b>	<b>5,137</b>	<b>3,552</b>	<b>4,118</b>	<b>387</b>	<b>3,345</b>	<b>6,148</b>	<b>770</b>	<b>2,052</b>	<b>25,509</b>
<b>Net Operating Cost per EFTS (\$)</b>	<b>11,974</b>	<b>12,291</b>	<b>11,535</b>	<b>6,559</b>	<b>12,120</b>	<b>13,754</b>	<b>11,493</b>	<b>13,959</b>	<b>12,317</b>

2007 Actual	BCT (\$000)	Marine (\$000)	TPI (\$000)	Aviation (\$000)	TH&W (\$000)	H&SS (\$000)	TTM (\$000)	A&M (\$000)	Total (\$000)
<b>EXPENDITURE</b>									
Salaries & Wages - Academic	1,753	823	1,332	434	1,373	2,298	299	712	9,024
Salaries & Wages - General	303	149	213	144	199	417	18	173	1,616
Class Materials & Resources	2,075	2,964	318	14,278	385	603	23	106	20,752
Administration - Direct	436	635	122	386	88	174	3	65	1,909
Depreciation	591	133	450	59	331	626	56	185	2,431
Impairment Costs	0	263	0	0	0	0	0	0	263
Allocated Costs - Central Services & Administration	2,521	590	1,875	253	1,431	2,768	236	791	10,465
<b>Total Expenditure</b>	<b>7,679</b>	<b>5,557</b>	<b>4,310</b>	<b>15,554</b>	<b>3,807</b>	<b>6,886</b>	<b>635</b>	<b>2,032</b>	<b>46,460</b>
Less:									
Revenue - Direct Recoveries	730	212	242	600	490	329	1	125	2,729
<b>Net Operating Cost of Services</b>	<b>6,949</b>	<b>5,345</b>	<b>4,068</b>	<b>14,954</b>	<b>3,317</b>	<b>6,557</b>	<b>634</b>	<b>1,907</b>	<b>43,731</b>
<b>Net Operating Cost per EFTS (\$)</b>	<b>15,757</b>	<b>8,983</b>	<b>12,107</b>	<b>40,671</b>	<b>13,429</b>	<b>14,041</b>	<b>15,095</b>	<b>13,912</b>	<b>16,610</b>

**3. TEC OTHER FUNDING**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
TEOC Base Grant	4,728	0	4,728	0
QRP	857	1,609	857	1,609
Other TEC Funding	2,512	542	2,512	542
<b>Total</b>	<b>8,097</b>	<b>2,151</b>	<b>8,097</b>	<b>2,151</b>

**4. DIRECT RECOVERIES**

Direct recoveries are the income generated by each school that relates to student activities that are not separately categorised in the statement of financial performance.

**5. SALARIES AND WAGES EXPENSE**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Salaries and Wages	14,724	14,478	14,724	14,478
Increase/(decrease) in provisions	12	499	12	499
Contractors	766	766	766	766
Redundancies	240	240	240	240
<b>Total</b>	<b>15,742</b>	<b>15,983</b>	<b>15,742</b>	<b>15,983</b>

**6. CENTRAL SERVICES AND ADMINISTRATION EXPENSES**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Includes the following:				
Audit Fees for Audit NZ for the Annual Report	80	81	83	85
Audit Fees paid to other providers	30	0	48	0
Council Remuneration	86	74	86	74
Operating Leases	301	152	301	152
Donations and Koha	9	9	9	9
Net losses of assets disposed of	73	180	73	180
Bad Debts	250	238	250	238

**7. FINANCE COSTS AND INCOME**

Finance Costs	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Interest payable to external providers for funds held on behalf	512	623	512	623
Finance charges payable under finance leases and hire purchase contracts	1	3	1	3
Interest payable to Nelson Polytechnic Education Society for funds held on behalf	23	23	0	0
<b>Total finance costs</b>	<b>536</b>	<b>649</b>	<b>513</b>	<b>626</b>

**8. CASH AND CASH EQUIVALENTS****Cash includes the following for the purpose of Financial Position:**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Cash at bank and in hand	978	937	978	937
Short-term deposits maturing three months or less from date of acquisition	2,500	200	2,500	200
<b>Total cash and cash equivalents</b>	<b>3,478</b>	<b>1,137</b>	<b>3,478</b>	<b>1,137</b>

Short-term deposits are made for varying periods of between one day and three months depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates. The carrying value of short-term deposits with maturity dates of three months or less approximate their fair value.

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
<b>Cash includes the following for the purpose of the Cash Flow Statement:</b>				
Cash at bank and in hand	978	937	978	937
Short-term deposits maturing three months or less from date of acquisition	2,500	200	2,500	200
<b>Total</b>	<b>3,478</b>	<b>1,137</b>	<b>3,478</b>	<b>1,137</b>

**9. TRADE AND OTHER RECEIVABLES**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Debtors	2,865	1,947	2,865	1,947
GST	608	0	608	0
TEC EFTS under payment	121	413	121	413
Provision for doubtful debts	(85)	(78)	(85)	(78)
<b>Total</b>	<b>3,509</b>	<b>2,282</b>	<b>3,509</b>	<b>2,282</b>

Student Debtors are non-interest bearing and generally should be paid by course start date. Non Student Debtors are non-interest bearing and are payable by the 20<sup>th</sup> of the following month. The carrying value of Accounts Receivable approximate their fair value.

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
<b>Movements in the provision for impairment of receivables are as follows:</b>				
At 1 January	78	93	78	93
Additional provisions made during the year	85	45	85	45
Receivables written off during the year	(78)	(60)	(78)	(60)
<b>Total as at 31 December</b>	<b>85</b>	<b>78</b>	<b>85</b>	<b>78</b>



**10. OTHER FINANCIAL ASSETS**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
<b>CURRENT PORTION</b>				
Short term deposits with Maturities of 4-12 months	12,000	15,500	12,000	15,500
<b>NON-CURRENT PORTION</b>				
Investments carried at cost – Polytechnics International NZ Ltd (PINZ)	15	15	15	15

Name of entity: **Polytechnics International NZ Ltd (PINZ)**  
Principal activity: **International Consultancy**  
Ownership: **1,500 \$10 Shares**  
Owner: **Consortium of New Zealand Polytechnics**  
Total Investment: **\$15k (Unchanged from 2007)**

Polytechnics International NZ Ltd is an unlisted company and accordingly there are no published price quotations to determine fair value of this investment.

**Maturity analysis and effective interest rates:**

The maturity dates for all other financial assets with the exception of equity investments and advance to subsidiaries and associates are as follows:

	Weighted Avege 2008 Interest %	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
<b>Short term deposits (with maturities of 3 months or less)</b>					
Westpac		0	200	0	200
BNZ	4.80%	2,500	0	2,500	0
<b>Total</b>		<b>2,500</b>	<b>200</b>	<b>2,500</b>	<b>200</b>
<b>Short term deposits (with maturities of 4-12 months)</b>					
Westpac	8.60%	3,600	4,300	3,600	4,300
ASB		0	4,300	0	4,300
Kiwi Bank		0	6,900	0	6,900
BNZ	8.20%	3,800	0	3,800	0
National Bank	8.46%	4,600	0	4,600	0
<b>Total</b>		<b>12,000</b>	<b>15,500</b>	<b>12,000</b>	<b>15,500</b>

## 11. PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment 2008 (\$'000)	Cost/ revaluation 1/01/2008	Accumulated depreciation & impairment charges 1/01/2008	Carrying amount 1/01/2008	Current year additions	Current year disposals/ cost	Current year disposals/ accumulated depreciation	Current Year impairment charges	Current year depreciation	Revaluation surplus	Release of Previous Years Unmatched Disposals	Cost/ revaluation 31/12/2008	Accumulated depreciation & impairment charges 31/12/2008	Carrying amount 31/12/2008
<b>NMIT OWNED ASSETS</b>													
Land	9,500	0	9,500	0	0	0	0	0	0	0	9,500	0	9,500
Buildings	11,035	370	10,665	93	0	0	0	400	0	0	11,128	770	10,358
Information Technology	3,848	2,853	995	569	44	40	0	512	0	0	4,373	3,325	1,048
Lease Computers	131	126	5	0	0	0	0	5	0	0	131	131	0
Plant and Equipment	6,376	5,029	1,347	190	28	30	0	313	0	32	6,570	5,313	1,257
Vehicles	691	497	194	1	0	0	0	68	0	0	692	565	127
Library Books	3,806	3,044	762	186	0	0	0	153	0	0	3,992	3,197	795
Artwork	79	66	13	1	0	0	0	3	0	0	80	68	12
Work in Progress Buildings	665	0	665	5,500	0	0	0	0	0	0	6,165	0	6,165
Work in Progress Plant and Equipment	0	0	0	541	0	0	0	0	0	0	541	0	541
Work in Progress Computers	0	0	0	129	0	0	0	0	0	0	129	0	129
<b>Total</b>	<b>36,131</b>	<b>11,985</b>	<b>24,146</b>	<b>7,210</b>	<b>72</b>	<b>70</b>	<b>0</b>	<b>1,454</b>	<b>0</b>	<b>32</b>	<b>43,301</b>	<b>13,369</b>	<b>29,932</b>
<b>CROWN OWNED ASSETS</b>													
Land	19,400	0	19,400	0	0	0	0	0	0	0	19,400	0	19,400
Buildings	15,223	856	14,367	0	0	0	0	855	0	0	15,222	1,711	13,511
<b>Total</b>	<b>34,623</b>	<b>856</b>	<b>33,767</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>855</b>	<b>0</b>	<b>0</b>	<b>34,622</b>	<b>1,711</b>	<b>32,911</b>
<b>Total Institute and Group Property, Plant and Equipment</b>	<b>70,754</b>	<b>12,841</b>	<b>57,913</b>	<b>7,210</b>	<b>72</b>	<b>70</b>	<b>0</b>	<b>2,309</b>	<b>0</b>	<b>32</b>	<b>77,923</b>	<b>15,080</b>	<b>62,843</b>

Property, Plant and Equipment 2007 (\$'000)	Cost/ revaluation 1/01/2007	Accumulated depreciation & impairment charges 1/01/2007	Carrying amount 1/01/2007	Current year additions	Current year disposals/ cost	Current year disposals/ accumulated depreciation	Current Year impairment charges	Current year depreciation	Revaluation surplus	Cost/ revaluation 31/12/2007	Accumulated depreciation & impairment charges 31/12/2007	Carrying amount 31/12/2007
<b>NMIT OWNED ASSETS</b>												
Land	9,500	0	9,500	0	0	0	0	0	0	9,500	0	9,500
Buildings	9,726	0	9,726	1,309	0	0	0	370	0	11,035	370	10,665
Information Technology	3,637	2,494	1,143	381	170	170	0	529	0	3,848	2,853	995
Lease Computers	131	101	30	0	0	0	0	25	0	131	126	5
Plant and Equipment	6,270	4,750	1,520	182	76	66	0	345	0	6,376	5,029	1,347
Vehicles	725	534	191	80	114	114	0	77	0	691	497	194
Library Books	3,644	2,889	755	162	0	0	0	155	0	3,806	3,044	762
Artwork	82	66	16	0	3	3	0	3	0	79	66	13
Work in Progress/Buildings	691	0	691	0	26	0	0	0	0	665	0	665
<b>Total</b>	<b>34,406</b>	<b>10,834</b>	<b>23,572</b>	<b>2,114</b>	<b>389</b>	<b>353</b>	<b>0</b>	<b>1,504</b>	<b>0</b>	<b>36,131</b>	<b>11,985</b>	<b>24,146</b>
<b>CROWN OWNED ASSETS</b>												
Land	19,400	0	19,400	0	0	0	0	0	0	19,400	0	19,400
Buildings	15,442	0	15,442	0	219	10	0	866	0	15,223	856	14,367
<b>Total</b>	<b>34,842</b>	<b>0</b>	<b>34,842</b>	<b>0</b>	<b>219</b>	<b>10</b>	<b>0</b>	<b>866</b>	<b>0</b>	<b>34,623</b>	<b>856</b>	<b>33,767</b>
<b>Total Institute and Group Property, Plant and Equipment</b>	<b>69,248</b>	<b>10,834</b>	<b>58,414</b>	<b>2,114</b>	<b>608</b>	<b>363</b>	<b>0</b>	<b>2,370</b>	<b>0</b>	<b>70,754</b>	<b>12,841</b>	<b>57,913</b>

**12. INTANGIBLE ASSETS**

	INSTITUTE Computer Software 2008 (\$000)	Computer Software 2007 (\$000)	GROUP Computer Software 2008 (\$000)	Computer Software 2007 (\$000)
At 1 January net of accumulated amortisation	94	135	94	135
Additions	122	18	122	18
Amortisation	57	59	57	59
Disposals at cost	0	0	0	0
Disposals accumulated amortisation	0	0	0	0
Work in progress	178	0	178	0
<b>At 31 December net of accumulated amortisation</b>	<b>336</b>	<b>94</b>	<b>336</b>	<b>94</b>
<b>At 1 January</b>				
Cost (gross carrying amount)	688	670	688	670
Accumulated amortisation	594	535	594	535
<b>Net carrying amount</b>	<b>94</b>	<b>135</b>	<b>94</b>	<b>135</b>
<b>At 31 December</b>				
Cost (gross carrying amount)	810	688	810	688
Accumulated amortisation	652	594	652	594
Work in progress	178	0	178	0
<b>Net carrying amount</b>	<b>336</b>	<b>94</b>	<b>336</b>	<b>94</b>

For the year ended 31 December 2008, computer software is capitalised at cost. These intangible assets have been assessed as having finite lives and are amortised using the straight line method over a period of 4 years.

**13. INVESTMENTS IN ASSOCIATES**

NMIT has a 50% interest in the Business Development Company. Until 31 October 2008 NMIT had a 50% interest in Mahurangi Technical Institute 2005 Ltd. Details are as follows:

<b>Name of entity:</b>	<b>Business Development Company Ltd</b>
<b>Principal activity:</b>	<b>Education and Training</b>
<b>Country of Incorporation:</b>	<b>New Zealand</b>
<b>Ownership:</b>	<b>50%</b>
<b>Owner:</b>	<b>NMIT and Commerce Nelson</b>
<b>Balance Date:</b>	<b>30 June 2008</b>

Institute	Actual 2008 (\$000)	Actual 2007 (\$000)
Investment in Business Development Company Ltd	2	2

The investment in the associate company is carried at cost in the NMIT's (parent entity) statement of financial position. Business Development Company Ltd is an unlisted company and accordingly there are no published price quotations to determine fair value of this investment.

Group	Actual 2008 (\$000)	Actual 2007 (\$000)
Movements in the carrying amount of investments in Business Development Company Ltd		
Balance 1 January	56	44
Net investments during the year	0	0
Disposal of investments during the year	0	0
Share of total recognised revenues and expenses	11	12
<b>Balance at 31 December</b>	<b>67</b>	<b>56</b>

Summarised financial information of Business Development Company as at 31 December	Actual 2008 (\$000)	Actual 2007 (\$000)
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Assets	172	131
Liabilities	28	9
Revenues	243	183
Surplus/(deficit)	42	45
Group's interest	50%	50%

**Name of entity:** Mahurangi Technical Institute 2005 Ltd

**Principal activity:** Training Centre

**Country of Incorporation:** New Zealand

**Ownership:** As at 31 October 2008 all shares have been disposed of.

**Shareholders Advance:** As at 31 October 2008 the shareholders advance has been written down to \$Nil.

**Owner:** Mahurangi Technical Institute 2005 Ltd and NMIT (until 31 October 2008)

**Balance Date:** 31 October 2008

Institute	Actual 2008 (\$000)	Actual 2007 (\$000)
Investments in Mahurangi Technical Institute 2005 Ltd (MTI)	2	5
Less Impairment	2	3
<b>Balance at 31 December</b>	<b>0</b>	<b>2</b>

The investment in the associate company was carried at cost in NMIT's (parent entity) statement of financial position. Mahurangi Technical Institute 2005 Ltd is an unlisted company and, accordingly, there are no published price quotations to determine fair value of this investment. According to the sale and purchase agreement during 2008, all shares have been sold back to Mahurangi Technical Institute 2005 Ltd as at 31 October 2008.

Group	2008 (\$000)	2007 (\$000)	Summarised financial information of Mahurangi Technical Institute 2005 Ltd.	2008 (\$000)	2007 (\$000)
Movements in the carrying amount of investments in Mahurangi Technical Institute 2005 Ltd			Assets	1,470	2,206
Balance 1 January	54	66	Liabilities	1,837	1,980
Net Investments during the year	0	0	Revenues	3,045	4,729
Disposal of investments during the year	0	0	Surplus/(deficit)	(648)	79
Share of total recognised revenues and expenses	0	40	Groups interest	0%	50%
Impairment of investment	(54)	(52)			
<b>Balance at 31 December</b>	<b>0</b>	<b>54</b>			

#### Impairment

NMIT has withdrawn from MTI through sale of its 50% share. Refer to note 22 Related Parties MTI for details of impairment.

#### 14. TRADE CREDITORS

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Trade payables	3,222	1,673	3,222	1,673
Accrued expenses	684	1,520	684	1,520
<b>Total</b>	<b>3,906</b>	<b>3,193</b>	<b>3,906</b>	<b>3,193</b>

Trade payables are non-interest bearing and are normally settled on 30-day terms.

#### 15. PROVISIONS

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Current provisions are presented by:				
Provision for Redundancies	0	400	0	400
Employee Disputes	10	62	10	62
<b>Total</b>	<b>10</b>	<b>462</b>	<b>10</b>	<b>462</b>

#### Employee Entitlements:

Accrued Pay	399	219	399	219
Annual Leave	795	520	795	520
Long Service Leave	87	96	87	96
Retirement Gratuities	77	77	77	77
Sick Leave	23	14	23	14
Other	44	115	44	115
<b>Total employee entitlements</b>	<b>1,425</b>	<b>1,041</b>	<b>1,425</b>	<b>1,041</b>

#### Comprising:

Current	1,296	1,354	1,296	1,353
Non-Current	139	149	139	149
<b>Total Provisions</b>	<b>1,435</b>	<b>1,503</b>	<b>1,435</b>	<b>1,503</b>

#### Employee Entitlements

A provision is recognised for post employment benefits payable to employees. Employees are entitled to annual leave pay, long service leave pay and retirement gratuities. Annual leave and sick leave entitlements expected to be settled within 12 months of the balance sheet date are measured at the current rates of pay and classified as current liabilities. Entitlements related to long service leave and retirement gratuities have been calculated at present value of future cash flows determined on an actuarial basis. Retirement leave and long service leave not vested are treated as non-current provisions.

The provision is affected by number of assumptions including expected length of service, attrition rate, and salary increase.

#### Provision for employee disputes

The provision for employee disputes has risen from legal proceedings from staff.



**16. FINANCE LEASES**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
<b>Lease Liabilities</b>				
Current Portion	0	5	0	5
Non-Current Portion:				
1 years	0	0	0	0
2-5 years	0	0	0	0
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>

**17. OTHER CURRENT LIABILITIES**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
Income in advance – Student Fees	12,620	10,151	12,620	10,151
Income in advance – TEC Other Funding	0	0	0	0
GST	0	3	0	3
Funds Held on behalf of Others	6	12	6	12
TEC EFTS Shortfall	0	0	0	0
Nelson Polytechnic Education Society	277	273	0	0
ACC Accrual	30	39	30	39
Other	72	161	70	161
<b>Total</b>	<b>13,005</b>	<b>10,639</b>	<b>12,726</b>	<b>10,366</b>

**18. EQUITY**

	INSTITUTE 2008 (\$000)	2007 (\$000)	GROUP 2008 (\$000)	2007 (\$000)
<b>Public Equity</b>				
Capital introduced in Previous Years	19,460	16,969	19,460	16,969
Crown Equity Injection	385	2,491	385	2,491
	<b>19,845</b>	<b>19,460</b>	<b>19,845</b>	<b>19,460</b>
Accumulated Funds				
As at 1 January	(115)	465	264	848
Surplus/(Deficit)	1,590	(794)	1,553	(794)
Revaluation Reserve - Sale of Buildings	0	212	0	212
<b>As at 31 December</b>	<b>1,475</b>	<b>(115)</b>	<b>1,817</b>	<b>264</b>
<b>Asset Revaluation Reserves</b>				
As at 1 January	40,126	40,338	40,126	40,338
Revaluation of Land	0	0	0	0
Revaluation of Buildings	0	0	0	0
Sale of Buildings	0	(212)	0	(212)
<b>As at 31 December</b>	<b>40,126</b>	<b>40,126</b>	<b>40,126</b>	<b>40,126</b>
<b>Capital Reserves</b>				
As at 31 December	2,855	2,855	2,855	2,855
<b>Total Equity as at 31 December</b>	<b>64,301</b>	<b>62,326</b>	<b>64,643</b>	<b>62,705</b>

<b>19. RECONCILIATION OF SURPLUS/(DEFICIT) WITH NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>INSTITUTE 2008 (\$000)</b>	<b>2007 (\$000)</b>	<b>GROUP 2008 (\$000)</b>	<b>2007 (\$000)</b>
<b>Reported Net Surplus (Deficit)</b>	1,590	(794)	1,553	(796)
<b>Add/(Less) Non-cash items:</b>				
Share of Associates (Surplus)/Deficit	0	0	(11)	(51)
Depreciation and Amortisation	2,367	2,431	2,367	2,431
Impairment Charges	2	3	55	55
<b>Add/(Less) Items Classified as Investing or Financing Activities:</b>				
Net (Gain) Loss on Sale of Fixed Assets	73	180	73	180
Finance Lease Movements	(5)	(21)	(5)	(21)
Net Movement in Non-current Provisions	(10)	12	(10)	12
Capital Creditors Movement	(245)	(62)	(245)	(62)
<b>Add/(less) Items Movements in Working Capital Items:</b>				
(Increase)/Decrease in Accounts Receivable	(1,227)	(654)	(1,227)	(654)
(Increase)/Decrease in other Current Assets	0	0	0	0
(Increase)/Decrease in Prepayments	(1)	(59)	(1)	(59)
(Increase)/Decrease in Loans and Receivables	260	260	260	260
Increase/(Decrease) in Trade Creditors	713	268	713	268
Increase/(Decrease) in Aviation Providers	0	0	0	0
Increase/(Decrease) in Provisions	(58)	293	(58)	293
Increase/(Decrease) in other Current Liabilities	2,364	138	2,359	139
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	<b>5,823</b>	<b>1,995</b>	<b>5,823</b>	<b>1,995</b>

<b>20. CAPITAL COMMITMENTS AND OPERATING LEASES</b>	<b>INSTITUTE 2008 (\$000)</b>	<b>2007 (\$000)</b>	<b>GROUP 2008 (\$000)</b>	<b>2007 (\$000)</b>
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**Capital Commitments**

Capital expenditure contracted for at balance date not yet incurred for the new Tourism, Hospitality and Wellbeing Facility

1,208	5,303	1,028	5,303
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**Operating Leases as Lessee**

NMIT leases property, plant and equipment in the normal course of its business. The future minimum lease payments to be collected under non-cancellable operating leases are as follows:

<b>Non-cancellable Operating Leases as Lessee</b>	<b>INSTITUTE 2008 (\$000)</b>	<b>2007 (\$000)</b>	<b>GROUP 2008 (\$000)</b>	<b>2007 (\$000)</b>
No later than one year	224	152	224	152
Later than one year and not later than five years	107	53	107	53
Later than five years	7	0	7	0
<b>Total Non-cancellable Operating Leases</b>	<b>338</b>	<b>205</b>	<b>338</b>	<b>205</b>

**Operating Leases as Lessor**

NMIT leases property, plant and equipment in the normal course of its business. The future minimum lease revenues to be collected under non-cancellable operating leases are as follows:

<b>Non-cancellable Operating Leases as Lessor</b>	<b>INSTITUTE 2008 (\$000)</b>	<b>2007 (\$000)</b>	<b>GROUP 2008 (\$000)</b>	<b>2007 (\$000)</b>
No later than one year	174	138	174	138
Later than one year and not later than five years	115	315	115	315
Later than five years	0	0	0	0
<b>Total Non-cancellable Operating Leases</b>	<b>289</b>	<b>453</b>	<b>289</b>	<b>453</b>

The MARAC land lease of \$30k per year has only been included for five years in this table. The term of lease is for a period of 33 years from the commencement with a further right of renewal of 33 years.

## 21. CONTINGENCIES

### Contingent liabilities

At balance date there was one student related claim against the Institute which the outcome is uncertain. This matter is covered by the Institute's insurance policies and the maximum estimated exposure to contingent liabilities from this claim is the insurance excess totalling \$5k (2007 - two students, \$10k). At balance date there were no staff related claims against the Institute (2007 - two staff, \$10k).

### Contingent Assets

There are no contingent assets (2007 - \$Nil)

## 22. RELATED PARTY DISCLOSURE

NMIT is the ultimate parent of the group and controls the Nelson Polytechnic Education Society. NMIT has significant influence over the Business Development Company Ltd and Mahurangi Technical Institute of Technology 2005 Ltd and these are accounted for as an associate.

The following transactions were carried out with the above related parties:

	Actual 2008 (\$000)	Actual 2007 (\$000)
<b>Business Development Company Ltd</b>		
Services provided by NMIT: These services were provided on normal commercial terms. There were no outstanding Debtor balance owing to NMIT as at 31 December 2008.	35	30
<b>Mahurangi Technical Institute 2005 Ltd (MTI)</b>		
Following Government reforms whereby an Institute's educational provision for domestic students must come from within the Institute's region, NMIT has withdrawn from MTI through the sale of its shares back to MTI; the partnership was terminated as at 31/10/2008. Proceeds from the sale were \$300k. The shareholders advance of (\$260k) and share value (\$2.5k) were both written down to \$nil. Similarly the balance of debtors and creditors transactions remaining between MTI & NMIT was written down (\$108k) to \$nil. The net loss on sale of MTI was (\$71k). Payments to MTI for provision of service in 2008 were \$1,879k. (2007: \$3,255k)	1,879	3,255

### Nelson Polytechnic Education Society

The Institute entered into transactions with the Nelson Polytechnic Education Society and its related companies, The New Zealand School of Fisheries Ltd and the Nelson Academy Limited. There were no transactions with its related companies. All the transactions for the Nelson Polytechnic Education Society are processed through the Institute's general ledger and operating bank account. The accumulated balance of these funds \$278k (2007 - \$273k) are included within the Accumulated Funds in the Consolidated Statement of Financial Position. Interest income of \$23k was paid from NMIT to Nelson Polytechnic Education Society on funds held on behalf by NMIT (2007 - \$23k). NMIT paid the audit fees for the subsidiary companies of the Nelson Polytechnic Education Society for 2008. The audit fee for the New Zealand School of Fisheries Ltd was \$1k (2007 - \$1k). The audit fee for the Nelson Academy Ltd was \$1k (2007 - \$1k). Both these audit fees are not recoverable.

### NMIT International (NZ) Limited

The audit fee of \$1k (2007 - \$1k) was paid for by NMIT. These audit fees are not recoverable from NMIT International (NZ) Limited.

### Council Key Management Personnel

During the year NMIT purchased services from the related parties listed below (excluding GST):

- > Nelson City Council in which Kerry Marshall is the Mayor. These services cost \$56,588. (2007: \$Nil)
- > Nelson School of Music in which Ross Butler is deputy chair. These services cost \$31,529. (2007: \$4,518)
- > Marlborough Lines in which Ross Butler is director. These services cost \$592. (2007: \$Nil)
- > YHA NZ in which Ross Butler is chair. These services cost \$1,365.
- > NZNO in which Hemaima Hughes is a member. These services cost \$414. (2007: \$158)
- > NCNZ in which Hemaima Hughes is on the competence panel. These services cost \$12,142. (2007: \$Nil)
- > Nelson Electricity Ltd in which Brian Rhoades is chair. These services cost \$17,285. (2007: \$425)
- > Cuddon Limited in which Andrew Rowe is CEO. These services cost \$890. (2007: \$2, 214)
- > Marion Rowe, who is Andrew Rowe's wife worked part time as a nursing tutor. (2007: \$Nil)
- >

- > SANITI in which Linda Caron president and Karyn Fisk acting president. These services cost \$365,233. (2007: \$302,857)
- > Marlborough Chamber of Commerce in which Virginia Watson is a member. These services cost \$7,501. (2007: \$Nil)

The goods and services were supplied on normal commercial terms.

The Institute entered into transactions with the Tertiary Education Commission (TEC). The NMIT Council Chair Dr Brian Rhoades(i) is a Commissioner for the TEC. All transactions were conducted on normal commercial terms.

Key Management personnel compensation	Actual 2008 (\$000)	Actual 2007 (\$000)
Salaries and other short term employees benefits	732	730
Termination benefits	0	119

Key management personnel does not include council remuneration as this is separately disclosed in note 24.

<sup>(i)</sup> Chairperson until 31 December 2008

**23. COUNCIL REMUNERATIONS**

		INSTITUTE 2008 (\$)	2007 (\$)	GROUP 2008 (\$)	2007 (\$)
Fees and other Benefits received by individual NMIT Council members were as follows:					
Surname	First Names				
Atkins	Clare	3,520	3,645	3,520	3,645
Bruning	Allan	0	4,605	0	4,605
Burns	Brendon	0	1,020	0	1,020
Butler	Ross	10,836	5,500	10,836	5,500
Heinz	Marion	4,160	3,965	4,160	3,965
Hippolite	Allen	4,160	3,005	4,160	3,005
Hughes	Hemaima	4,480	4,285	4,480	4,285
Jessep	Fran	0	765	0	765
Katu	Luke	3,542	2,815	3,542	2,815
Marshall	Kerry	2,880	3,325	2,880	3,325
McKendry	Leo	4,768	3,900	4,768	3,900
Mitchell	Hilary	5,120	3,005	5,120	3,005
Paterson	Ian	3,200	7,435	3,200	7,435
Rhoades	Brian	25,350	22,292	25,350	22,292
Rowe	Andrew	2,880	2,240	2,880	2,240
Watson	Virginia	4,900	2,880	4,900	2,880
Caron	Linda	3,840	0	3,840	0
Fisk	Karyn	1,920	0	1,920	0
<b>Total</b>		<b>85,556</b>	<b>74,682</b>	<b>85,556</b>	<b>74,682</b>

**24. EVENTS AFTER THE BALANCE SHEET DATE**

There were no significant events after balance date.

**25. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

NMIT has a series of policies to manage the risks associated with financial instruments. NMIT is risk adverse and seeks to minimise exposure from its treasury activities. NMIT has established Council approved liability management and investment policies. These policies do not allow any transactions that are speculative in nature to be entered into.

The Group's principal financial instruments comprise receivables, payables, cash and short-term deposits. The Group manages its exposure to key financial risks, including interest rate and currency risk in accordance with the Group's financial risk management policy. The objective of the policy is to support the delivery of the Group's financial targets whilst protecting future financial security.

The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The Group uses different methods to measure and manage different types of risks to which it is exposed. These include monitoring levels of exposure to interest rate and foreign exchange risk and assessments of market forecasts for interest rate, foreign exchange and commodity prices. Ageing analyses and monitoring of specific credit allowances are undertaken to manage credit risk, liquidity risk is monitored through the development of future rolling cash flow forecasts. Council reviews and agrees policies for managing each of these risks as summarised below.

Primary responsibility for identification and control of financial risks rests with the Audit Risk Management Committee under the authority of Council. Council reviews and agrees policies for managing each of the risks identified below, including interest rate risk, credit allowances, and future cash flow forecast projections.

**Interest rate risk**

The Group's exposure to market interest rates relates primarily to the Group's long-term debt obligations. The Group has no debt reported in the financial statements.

**Foreign currency risk**

The Group only has limited exposure to foreign currency risk. All fees are denominated in NZ Dollars to diminish risks associated with revenue streams.

**Credit risk**

Credit risk is the risk that a third party will default on its obligations to NMIT. It arises from the financial assets of the Group, which comprise cash and cash equivalents, trade and other receivables. NMIT has no significant concentrations of credit risk, as it has a large number of student customers. Policies are in place that to minimise student debt so that students have paid their student fees in the beginning of their courses. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

**Liquidity risk**

Liquidity risk is the risk that NMIT 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.

NMIT aims to maintain flexibility in funding by keeping committed credit lines available.

**26. CAPITAL MANAGEMENT**

The Institute manages its capital in consideration of the capital requirements of its Investment Plan as approved by the Tertiary Education Commission. Where a commitment to extend the Institute's capability is agreed upon, TEC provides additional capital which is focussed on achieving that capability.

## **27. KEY JUDGEMENTS, ESTIMATES AND ASSUMPTIONS**

The following items have been included in the financial statements as a result of key judgements or estimates.

The Group assesses impairment of all assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. These include programme performance.

## **28. STATUTORY DEADLINE**

NMIT has breached the Crown Entities Act 2004 in that its audited financial statements were not available within 120 days of 31 December 2008. This breach was due to TEC notification in late April 2009 that previous information TEC had given in relation to funding provided to NMIT was incorrect and that the nature of the funding had changed from an operating grant to an equity contribution. The notification took time to resolve, including consideration of changes to be made to the financial statements. The work required to restate the financial statements for the changed accounting treatment of agreements previously accounted for as joint ventures also contributed to the breach in deadline. Due to the fact that we were not notified until late April we were not able to meet the deadline.

## **29. SIGNIFICANT VARIANCE COMPARED TO 2008 BUDGET**

The only material variance between 2008 actual results and the Council approved budget is in Salaries & Wages. The variance of \$(1.1m) is due to the following:

- Increase in provision of Annual Leave, Holiday Pay, Sick Leave
- Unbudgeted redundancies
- Review savings not achieved.

There are several differences between 2008 actual results and budget due to changes in accounting treatment. These results were previously on line with budget and the variance due to said treatment changes.

**30. PRIOR PERIOD ERRORS**

In completing the 2008 financial statements, NMIT was contacted by the Tertiary Education Commission (TEC) clarifying the nature of the QRP funding provided in 2007 and 2008. TEC advised that the funding included capital components that should be treated as an equity injection and operating payments that were grants. This was contrary to information previously supplied by TEC.

NMIT, in good faith, recognised capital funding as operational funding in 2007. NMIT also recognised the portion of funding it considered unearned as revenue in advance. Based on the advice now received, NMIT's 2007 financial statements were incorrect and have as a result been restated in accordance with NZ IAS8 – Accounting Policies, Changes in Accounting Estimates and Errors.

The key changes to 2007 relate to:

- The recognition of the capital injection of \$2,491m is now receivable
- NMIT returned GST on the capital injection; the GST of \$0.277m is now receivable.

- Treatment of balances previously recognised as revenue in advance as revenue; combined with the correction of the treatment of the capital injection this resulted in a net decrease in revenue and surplus of \$1.214m.

In addition, for several years, NMIT accounted for agreements with aviation and other course providers as joint ventures (jointly controlled operations). Under that approach, NMIT recognised only a portion of the funding received for the courses as revenue with the remainder attributable to the joint venture partner. This accounting treatment was reviewed in 2008 and it was determined that all the funding received for these courses from TEC and students should all be regarded as NMIT's revenue and the payments made to the course providers should be treated as expenditure. This increased 2007 parent revenue by \$17.392m and 2007 expenditure by \$17.207m, increasing the surplus by \$0.185m.

The specific changes to financial statements line items from the above changes are as follows (the same financial impact applied to the group financial statements). All numbers are shown rounded to thousands.

**STATEMENT OF FINANCIAL PERFORMANCE**

	Parent 2007 (\$000)	Parent Revised 2007 (\$000)	Correction (\$000)
Direct Recoveries	3,122	2,729	(393)
TEC Bulk Funding	14,393	20,433	6,040
Student Tuition Fees	3,356	15,779	12,423
TEC Other Funding	3,364	2,151	(1,213)
Other Income	1,274	595	(679)
Class Materials and Resources	3,556	20,752	17,196
Central Services and Administration	4,460	4,471	11
<b>Net Surplus/(Deficit)</b>	<b>235</b>	<b>(794)</b>	<b>(1,029)</b>

**STATEMENT OF FINANCIAL POSITION**

	Parent 2007 (\$000)	Parent Revised 2007 (\$000)	Correction (\$000)
Trade Creditors	2,100	3,193	1,093
Other Financial Liabilities	13,194	10,639	(2,555)
Accumulated Funds	914	(115)	(1,029)
<b>Capital Introduced</b>	<b>16,969</b>	<b>19,460</b>	<b>2,491</b>

**STATEMENT OF MOVEMENTS IN EQUITY**

	Parent 2007 (\$000)	Parent Revised 2007 (\$000)	Correction (\$000)
Net Surplus/(Deficit)	235	(794)	(1,029)
Crown Equity Contribution	0	2,491	2,491

**STATEMENT OF CASH FLOWS**

	Parent 2007 (\$000)	Parent Revised 2007 (\$000)	Correction (\$000)
TEC Bulk Funding	12,764	18,689	5,925
TEC Other Funding	3,364	2,151	(1,213)
Student Fees	6,942	26,340	19,398
Aviation Programmes	15,939	0	(15,939)
Other	3,713	2,186	(1,527)
<i>Less</i>			
Payments to Suppliers	9,814	33,810	23,996
Aviation Programmes	14,138	0	(14,138)
GST	(336)	(1,059)	(723)
<b>Net Cash Flows from Operating Activities</b>	<b>4,486</b>	<b>1,995</b>	<b>(2,491)</b>
<b>Net Cash Flows from Financing Activities</b>	<b>0</b>	<b>2,491</b>	<b>2,491</b>



## Key Performance Indicators 2008-2010 per Investment Plan

<b>Key shifts and STEP priorities:</b>	STEP priority 1 – Increase the achievement of advanced trade, technical and professional qualifications to meet regional and national industry needs.
<b>Performance Indicator:</b>	Proportion of EFTS for students enrolled in advanced trade, technical and professional qualifications greater than 57% (sector average 55%).
<b>Performance Outcome:</b>	Achieved: Achievement 61.7% ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Performance Indicator:</b>	Completion rates for advanced trade, technical and professional qualifications to be equal to or better than 80% (sector average of 76%).
<b>Performance Outcome:</b>	Achieved: Achievement 82.6% ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Performance Indicator:</b>	Progression after completion from level 1-3 certificates to level 4 certificates and level 5-7 diplomas to be greater than 24% (sector average 9%).
<b>Performance Outcome:</b>	Not Achieved: Most recent results available are for 2006 (20.9%) and for 2005 (22.8%) ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Performance Indicator:</b>	Three more programmes to include National Certification in 2008 than 2007.
<b>Performance Outcome:</b>	Achieved: National Certificate in First Line Management (Level 4), National Certificate in Construction (Leading Hand) (Level 4), National Certificate in Horticulture (Level 4) and National Certificate in Support of the Older Person (Level 3) available for the first time in 2008.
<b>Key shifts and STEP priorities:</b>	Key shift – Extending the reach into high levels of learning, with all teaching informed by an understanding or advanced practice, and, in some cases, also by applied research.
<b>Performance Indicator:</b>	First year qualification-level attrition for level 4 certificates and level 5-7 diplomas, degrees and grad diplomas to be less than 43% (sector average 51%).
<b>Performance Outcome:</b>	Not Achieved: Most recent results available are for 2005 (44.9%) and for 2004 (43.0%) ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Performance Indicator:</b>	Qualification level completion rates for all level 4 certificate and level 5-7 diplomas, degrees and grad diplomas (over a 5 year period) to be at least sector average of 31%.
<b>Performance Outcome:</b>	Not achieved: Achievement 27.5% ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Key shifts and STEP priorities:</b>	Key shift – Growth in volumes of teaching in applied diplomas and degrees where the impact on productive capability is the greatest.
<b>Performance Indicator:</b>	Progression after completion from level 1 to 3 certificates to level 4 certificates and level 5-7 diplomas for Maori students to be greater than sector average of 13%.
<b>Performance Outcome:</b>	Achieved: Most recent results available are for 2006 (22.5%) and for 2005 (12.5%) ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Key shifts and STEP priorities:</b>	STEP priority – Increasing literacy, numeracy and language levels in the workplace.
<b>Performance Indicator:</b>	Maintain at least 50 EFTS in foundation and bridging programmes in 2009 and approve strategy to implement “Learning for Living” in 2008.
<b>Performance Outcome:</b>	Achieved: 20 EFTS delivered in Certificate in Community Integration, 41 EFTS delivered in Certificate in Training for Work Skills, 39 EFTS delivered in Certificate in Employment Skills and 86 EFTS delivered in Certificate in English as an Additional Language (Level 3).
<b>Key shifts and STEP priorities:</b>	STEP priority – Increasing educational success for young New Zealanders – more achieving qualifications at level four and above by age 25.
<b>Performance Indicator:</b>	First year qualification-level attrition for level 4 and above qualifications for students aged under 25 to be less than 36% (sector average 43%).
<b>Performance Outcome:</b>	Not Achieved: Most recent results available are for 2005 (44.1%) and for 2004 (35.8%) ( <i>Progress Monitoring Report, March 2009</i> ).
<b>Performance Indicator:</b>	Completion rates for one EFTS courses for under level 4 and above for students aged under 25 (over a 2 year period) to be at least 64% (sector average 42%).
<b>Performance Outcome:</b>	Not achieved: Achievement 50.7% ( <i>Progress Monitoring Report, March 2009</i> ).

Key shifts and STEP priorities:	Key shift – Building a role as regional facilitator, providing support to the system at a regional level, through building a shared understanding about the tertiary education needs of local communities and industries.
Performance Indicator:	TEC acceptance of annual updates Top of the South, Tertiary Regional Statement and process. Positive feedback from stakeholder engagement division of TEC regarding process and outcomes.
Performance Outcome:	Achieved: All updates for Top of South Regional Statement approved by TEC, with positive response from Stakeholder Engagement Managers and Investment Managers on implementation.
Performance Indicator:	To be a partner in at least 2 ITP “harmonised” curriculum developments in 2008 (e.g. IT and Beauty programme developments). Achieve stage 1 work in academic harmonisation with TANZ.
Performance Outcome:	Partially Achieved: Agreement to be part of TANZ ‘harmonised’ Bachelor of Applied Management development. TANZ project to document process for qualification development and quality assurance body approval including templates, guidelines and academic board resolution for partner quality assurance progressed, with draft documentation developed.
Performance Indicator:	Out of region provision reduced by 340 EFTS in 2008, and by a further 290 EFTS for 2009. (Exit from security and warehousing programmes in Auckland and MTI partnership out-of-region activities.)
Performance Outcome:	Achieved: Out of region provision reduced 700 EFTS over 2 years. Provision of security and warehousing programme stopped in Auckland at the end of 2007. MTI partnership dissolved at the end of 2008.
Performance Indicator:	At least two regional developments with industry/community organisations to progress applied technological developments (e.g. Cawthron and Brook Waimarama developments).
Performance Outcome:	Achieved: Agreement on funding of practical facility at Cawthron Institute for 2010. Lease signed for Education Centre at Brook Waimarama Sanctuary for 2010 opening.

# Statement of Objectives and Service Performance

## Objectives and Performance Indicators

### OBJECTIVE 1 - Provide relevant and accessible education and training to meet the needs of the region and niche markets.

Performance Indicator:	TEC approval of the NMIT Investment Plan 2008-2010
Performance Target:	Deliver a minimum of 3,079 EFTS in 2008. (2,775 TEC, 129 International, 64 ACE, 110 Other) in programmes described in Mix of Provision
Performance Achievement:	Not achieved: 3,031 EFTS achieved in 2008. (2,750 TEC (54 ACE), 195 International. Other - 32 ITO, 9 TOP/Skill Enhancement, 40 STAR, 5 Other).
Performance Indicator:	Increase educational success for young New Zealanders, with more achieving qualifications at level 4 and above by age 25
Performance Target:	Implement STAR, Curriculum Alignment, Gateway and Scholarship strategies to increase school leaver enrolments at NMIT.
Performance Achievement:	Achieved: The number of local school leavers enrolling at NMIT has increased from 597 in 2007 to 650 in 2008. The total number of school leavers has increased from 974 in 2007 to 1,127 in 2008.  The amount of Half a Degree for Free scholarships for school leavers has risen from 28 in 2007 to 32 in 2008, a dramatic increase from 16 in 2004. Each year a scholarship is given to all secondary schools in the region. Secondary students are encouraged to apply for general scholarships as well. Refer also to Goal 2, Performance Indicator 13.
Performance Target:	Maintain active involvement in "Connections" and youth-tracking strategies in the region, to promote NMIT as a provider option.
Performance Achievement:	Achieved: NMIT is represented at the Connections Provider Forum meetings by the Education Partnerships Project Manager, Supported Learning Programme Leader, and the Employment Scholarships Co-ordinator. From this, links are being developed between TOPS/Youth Training Providers. NMIT maintains active representation on the Connections Steering Group.  Statistics are held by Connections about the numbers of 15-19 year olds on the Connections database at NMIT. In 2008 this averaged 160.
Performance Target:	Provide appropriate pastoral support for young New Zealanders including support for Maori and PI students, students with disabilities, as well as health, counselling and recreation services.
Performance Achievement:	Achieved: Retained positions of Student Advisor; Kaitakawaenga; Pacific Island Liaison; Disability Coordinator; Health Nurse & Coordinator International Pastoral Care & Accommodation. Implemented Helpdesk Coordinator Position & retained SEED counselling service. Provided access to recreation both on and off campus.
Performance Target:	Provide "stair case" opportunities for students progressing from levels 1-4, through implementation in 2008 of new programmes (>L4) in areas of logistics, security, aviation engineering, arts and media, adventure tourism and business and computing.
Performance Achievement:	Achieved: A level 5 Diploma in Supply Chain Management and a level 6 Diploma in Risk Management were fully approved for delivery and work continued on customising the curriculum to suit their flexible mode of delivery.  A third year of study at Level 6 completes training in the technical skills area and provides additional leadership and management training options for students studying the Diploma in Adventure Tourism Leadership.  Approval and accreditation was gained for a redeveloped Bachelor of Arts and Media, with majors in Visual Arts & Design and Creative Writing.  Delivery of a level 6 Certificate in Category C Flight Instructor Supervision enabled students to make progression from a supervised to independent Category C Instructor.  A level 6 Diploma in Aeronautical Maintenance Certification assists aircraft maintenance engineers to obtain their CAA Licence by delivering support materials and instruction within a flexible learning framework.
Performance Indicator:	Engage with regional community and industry clusters to build competencies for productivity and innovation and support economic transformation.
Performance Target:	In 2008 establish new trade and technical qualifications in Aviation Engineering Diploma.
Performance Achievement:	Ongoing: The School of Aviation has been developing the Level 6 Diploma using a fully flexible online version of training that enables the RNZAF, Air NZ and our certificate students to study while maintaining their current employment within industry.  Of the 10 courses required by the Diploma, three courses have been developed in 2008 and are currently running.
Performance Target:	In 2008 conduct research to recommend new trade and technical programmes to be developed for delivery in 2009 (Refer QRP3 trades project).
Performance Achievement:	Achieved: 2008 saw the introduction of AutoCAD and ArchiCAD evening classes (Computer Aided Design), Solidworks and the 4711 Welding.  Ongoing: In 2008 a feasibility study was undertaken into offering Fabrication programme at mid year 2009 and Welding and Pre Trade Electrical.
Performance Target:	Resource Business Liaison roles to research and meet industry training needs, and market NMIT programmes and training direct to industry.
Performance Achievement:	Achieved: Business Liaison Nelson and Business Key Account Manager Marlborough focussed on building relationships with key business and industry, launched online programmes in First Line Management, Diploma in Viticulture a TANZ pilot of NZ Diploma in Business as well as securing enrolments for NMIT's on campus programmes and training.

Performance Indicator:	Engage with regional community and industry clusters to build skills and competencies for social, cultural and environmental development and support outcomes.
Performance Target:	Work closely with the Brook Waimarama Trust to establish an environmental education centre in 2008.
Performance Achievement:	Partially Achieved: NMIT has engaged in an education alliance with Garin College and The Brook Waimarama Trust. An agreement between the three parties was established in 2008 under the Secondary Tertiary Industry Collaboration (STIC) project. The objective of the alliance is to strengthen the link between regional schools, NMIT and industry for the purposes of improving outcomes for the young people of this region and the wider community. Detailed planning and costing underway to be completed in 2009.
Performance Target:	Establish a partnership with the Nelson School of Music (NSOM) to introduce a contemporary music performance major into the NMIT Diploma in Arts and Media.
Performance Achievement:	Achieved: In consultation with the NSOM, level 4 and 5 Contemporary Music courses have been developed and incorporated into the Diploma in Arts and Media programme, leading to the following specialist music qualifications: Certificate in Arts and Media (Contemporary Music) Level 4 120 credits available from 2008 and Diploma in Arts and Media (Contemporary Music) Level 5 240 credits available from 2009.
Performance Indicator:	Continue the process of Regional Facilitation. Develop increased pathways between NMIT and other providers.
Performance Target:	Update the Tertiary Education Regional Statement in 2008.
Performance Achievement:	Achieved: "Top of the South" Tertiary Education Regional Statement updated by July 2008. Future priorities include foundation skills, literacy and numeracy, trades training, management training, English as a second language, digital literacy, recreational 'non formal' courses, and all aspects of aged care. Demand for training in agriculture, horticulture, forestry, aquaculture and fishing remains constant but with changing needs. Tourism, services to business and research are current and evolving cluster areas. Further capacity and capability to be developed in E-Learning and flexible packages including provision for on job training, and to explore provision of concentrated training in months when seasonal demand is at the lowest.
Performance Indicator:	Withdraw from non-niche out-of-region deliveries and focus TEC resourcing on regional developments.
Performance Target:	In 2008 withdraw from Auckland deliveries in security and distribution, and nationwide companion animal programme.
Performance Achievement:	Achieved: Withdrawal from all Auckland based deliveries in security and distribution and nationwide companion animal programme achieved during 2008.
Performance Target:	In 2008 provide resources and training to tutorial staff to integrate and contextualise literacy and numeracy to specific industry clusters, via the Learning for Living initiative.
Performance Achievement:	Achieved: The Learning for Living programme was completed by 25 tutors and their Heads of School. An action plan has been submitted to the TEC for embedding both literacy and numeracy at levels 1-4 from 2009 until 2011.
Performance Indicator:	Provision of foundation courses appropriate to stakeholder and regional requirements and increase literacy, numeracy and language levels for the workforce.
Performance Target:	Deliver in 2008 53 EFTS in Employment Skills (Nelson and Marlborough), 21 EFTS in Certificate in Community Integration, and 50 EFTS in Training for Work Skills in 2007.
Performance Achievement:	Not Achieved: Employment Skills (Nelson and Marlborough) 39 EFTS, Certificate in Community Integration 19 EFTS, Training for Work Skills 41 EFTS in 2008.
Performance Indicator:	Maintain and promote a teaching department specialising in Maori language and customs.
Performance Target:	In 2008 provide 42 EFTS in Te Tuara me te Tinana o Te Reo, Te Rito o Te Reo, Toi Maori. Provide 25 EFTS for joint venture initiatives with Ngati Koata and Whakatu Marae.
Performance Achievement:	Not Achieved: In 2008, Te Tuara me Te Tinana o Te Reo, and Te Rito o Te Reo achieved 36.5 EFTS across both programmes. Not Achieved: The joint venture initiatives were not met with 0 EFTs being achieved.
Performance Indicator:	Engage and promote Maori learning at levels 5 and above.
Performance Target:	Develop and implement a Maori Liaison Plan and develop a strategy to encourage enrolment at levels 5 and above.
Performance Achievement:	Ongoing: The development of a comprehensive Maori marketing strategy is continuing.
Performance Indicator:	Development, implementation and review of flexible learning capabilities.
Performance Target:	All new programme developments incorporate a review of suitability for modes of flexible teaching.
Performance Achievement:	Ongoing: Current development process includes consideration of flexible delivery modes. Further work is being carried out to create a more detailed development plan to include identification of flexible learning approaches in terms of programme structure, logistical flexibility and pedagogy.
Performance Indicator:	Development and implementation of alternative delivery methods.
Performance Target:	Increase on-job training opportunities and expand the Employment Scholarship programme to other industry sectors.
Performance Achievement:	Achieved: The Employment Scholarship Programme has been expanded to level 4 business administration commencing 2009. Currently there are 12 enrolments on this programme with an expected 18 during the year.

Performance Achievement:	<p>National Certificate in Business (First Line Management) was introduced in 2008. This is an online programme now comprising 10 modules aimed at people with supervisory experience or about to take on these responsibilities. This programme is practical and a number of assessments relate to the persons workplace.</p> <p>A pilot of online delivery in New Zealand Diploma in Business courses was trialled in semester 2, 2008. While of general application, the primary market for this offering is people in the workplace looking to upgrade their business and management skills. It is intended to roll out this delivery more widely in semester 2, 2009.</p> <p>Certificates in Community Support Services, Horticulture, Retail and Computer Technology were delivered as self-paced distance programmes, with students working independently through materials and activities provided. Seminars, workshops and on-job training supplemented the material given to students.</p>
Performance Indicator:	Implementation of initiatives from Equal Education Opportunities Plan.
Performance Target:	EEdO objectives achieved.
Performance Achievement:	Achieved: Health and wellbeing supported through counselling services; Student Advisor; Kaitakawaenga; Pacific Island Liaison & International Coordinator. Disability Coordinator provided access to 1:1 support, equipment and interpreters. Consultation maintained via Community Advisory Group and networking with community agencies. Learning support provided through the library services. Schools and colleges visited to encourage participation in further education by all students.
Performance Indicator:	Participation in ongoing consultation with Iwi and implementation of initiatives to enhance participation and retention of Maori students.
Performance Target:	Roles redefined for Kaituhono-a-Iwi, and Kaitakawaenga - Nelson and Marlborough with focus on Maori student participation and success rates and to set targets and KPIs for out years.
Performance Achievement:	Achieved: In 2008 the position of Director Maori Education was developed. This vacancy was filled in November. Kaitakawaenga position within student support team redefined and in place to provide support for Maori students studying at NMIT. Key duties include provision of information to potential students/enquirers at high schools and community groups, provision of scholarship information and on campus student support services.
Performance Indicator:	Develop, implement and promote an NMIT Export Education strategy that includes recruitment and marketing plans.
Performance Target:	Update Export Education Strategy in 2008 and deliver 129 International EFTS. Continue to develop partnerships with international TEOs.
Performance Achievement:	Achieved: New Export Education Strategy developed and implemented to achieve greater focus and narrower market spread - student international target exceeded by 75 EFTS. Joint venture relationships in China and India being identified and developed.

**OBJECTIVE 2 Ensure excellence of provision and student achievement.**

Performance Indicator:	Improve Student Satisfaction and Graduate Destination Outcomes.
Performance Target:	Review and update Quality Management System in 2008.
Performance Achievement:	Achieved: 59 controlled documents were revised, many of which required substantial work and consultation with relevant stakeholders including students. Re-ordering, updating and corrections to the system were carried out, and all documents converted from Word viewer to PDF versions.
Performance Target:	Achieve successful outcome from ITPQ audit, and positive acknowledgement of all NMIT degree monitor reports.
Performance Achievement:	Partially Achieved: The ITP Quality audit team found NMIT is continuing to meet the ITPNZ academic standards, and confirmed our Quality Assured Status. Ten recommendations were made and one corrective action was acknowledged and agreed to, requiring gaps to be filled in the QMS surrounding Research, Teaching and Learning, Assessment, the Treaty of Waitangi, and Quality Assurance for ACE, Foundation Learning and the Code of Practice for International Students. ITP Quality was supplied with all degree APERS by mid-2008, but as yet no acknowledgement has been received.
Performance Target:	Review advisory committees and industry linkages to ensure strong connections with the regional community which improve quality and relevance of education.
Performance Achievement:	Ongoing: The review has taken place and been shared with Heads of School who are addressing gaps in representation. NMIT have included secondary school representatives within the Programme Advisory Committee membership. This will allow ongoing input from schools into programme design and content with the purpose of enhancing secondary-tertiary pathways.
Performance Indicator:	Continual improvement of student success, retention and satisfaction.
Performance Target:	Undertake annual Student Satisfaction Surveys and programme self reviews, which should identify areas for improvement and report findings to Directorate, Academic Board and Council.
Performance Achievement:	<p>Achieved: Student Satisfaction Surveys undertaken for all programmes, with an overall response rate of 55%; and of the responses achieved a satisfaction level of 89% was achieved.</p> <p>75 programme self reviews were undertaken and submitted to Quality Committee for endorsement and approved at Academic Board, with any requirements to be monitored by Academic Committees and Quality Committee.</p> <p>Towards the end of 2008 the Programme Annual Review procedure and template were substantially revised to reflect developments in TEO self assessment and external evaluation and review.</p>

Performance Indicator:	Development of success, retention and satisfaction targets for subsequent years and implementation of plans to achieve enhancement.
Performance Target:	Identify targets for subsequent years and report on KPI objectives for 2008.
Performance Achievement:	Achieved: Targets identified in NMIT Investment Plan 2008-2010. Retention rate and completion rates for bridging programmes were 97.75% (target 60-80%) and 65.52% (target 50-75%) respectively. Retention rate and completion rates for first year were 97.07% (target 70-90%) and 79.01% (target 70-90%) respectively. Retention rate and completion rates for subsequent years were 98.03% (target 80-100%) and 87.43% (target 80-100%) respectively. 2008 KPI objectives include medium term objectives in this table; and Equal Education Opportunities also reported within this Annual Report.
Performance Indicator:	Minimum qualifications and experience identified in all vacancies.
Performance Target:	100% of all job vacancies identify minimum qualifications and experience required.
Performance Achievement:	Achieved: All Academic and Allied positions that require specific qualifications or experience have the requirements specified in the person specifications and advert/job description.
Performance Indicator:	Establish minimum qualification guidelines for positions and development of plans to exceed this level.
Performance Target:	Develop strategy to increase percentage of degree teaching staff with Masters or PhD qualifications.
Performance Achievement:	Ongoing: An audit of staff qualifications has taken place and discussions are underway through the appraisal programme to explore development opportunities.
Performance Indicator:	All staff to have current job descriptions and an annual performance appraisal to establish performance development plans.
Performance Target:	All full-time and proportional staff to have current job descriptions and undertake a performance appraisal in 2008.
Performance Achievement:	Achieved: All staff have a current job description. Not Achieved: The performance target has not been met with only 57% of all staff having a recorded Performance Appraisal.
Performance Target:	Implement the recommendations of the Investors in People review in 2008.
Performance Achievement:	Achieved: New management structure completed November 2008. Key institutional objectives approved and implemented for use in 2009 operating statement and development of self-assessment.
Performance Indicator:	Provision of cost effective student services appropriate to student needs.
Performance Target:	Identify best practice within the sector and make recommendations to Directorate to enhance where appropriate. Specifically identify needs of non-campus based students.
Performance Achievement:	Achieved: Process and best practise reviewed for all international students and successful audit conducted. Internal processes for student assistance re-evaluated and remain under continuous improvement. Pilot on-line study project failed to identify any new or specific needs of distance students. Improvements were made in publishing information for student access to services.
Performance Indicator:	Provision of independent career guidance for students.
Performance Target:	Students able to access independent career counselling on a self-referral basis.
Performance Achievement:	Achieved: Continuing contract held with Career Services for one to one, 1 hour appointment for current students. Qualified Careers Counsellor employed within Directorate of Marketing and Student Services.
Performance Indicator:	Support and promote Iwi-delivered and Marae-based provision.
Performance Target:	Deliver a minimum of 25 EFTS through Iwi and Marae based initiatives.
Performance Achievement:	Not Achieved: This target was not met.
Performance Indicator:	Effective engagement with industry, ITOs and advisory committees to ensure the delivery of current and relevant curricula.
Performance Target:	Implement recommendations from Effective Industry Advice report – Business Links project.
Performance Achievement:	Partnership with SITA group of ITO's (Retail Institute, HITO, ATTTO, HSI, SFRITO) to develop 'Service Centre of Excellence' in Nelson/Tasman.
Performance Indicator:	Development of an effective institutional RPL policy.
Performance Target:	Implement new RPL policy and review effectiveness. Investigate establishment of a Centre for RCC/RPL.
Performance Achievement:	Achieved: Recognition of Academic Credit policy (3I2) reviewed in late 2008 to reflect changes in organisational structure and updates to references and ITPNZ Quality Standards. ITP Quality audit stated "credit transfer and recognition of prior learning which are supported by detailed documented procedures (3I2) appear to be working well...." Ongoing: Investigation into Centre for RCC/RPL ongoing.



Performance Indicator:	Establish articulated agreements between NMIT and “feeder” schools (Curriculum Alignment) and stair-casing TEI’s e.g. Universities.
Performance Target:	Review of all feeder school (recorded in Regional Statement), and collation of articulations.
Performance Achievement:	Achieved: Articulations are in place with all local Secondary Schools.
Performance Indicator:	Develop successful transitions from schooling: ensuring the “baby blip” generation achieves its potential.
Performance Target:	Increase STAR, Curriculum Alignment and Gateway activity from 2007 to 2008.
Performance Achievement:	Achieved: The number of students on STAR funded courses has increased from 598 in 2007 to 615 in 2008. In 2008 NMIT offered five new Tertiary Pathway courses eligible for STAR funding. Tertiary Pathway courses are developed under the curriculum alignment principle of engagement.  The number of secondary school students participating in NMIT Gateway initiatives has increased from 24 in 2007 to 29 in 2008. The number of Gateway agreements expanded from 7 in 2007 to 16 in 2008. Agreements range across a number of industry areas.
Performance Indicator:	Support links between research, scholarship and teaching.
Performance Target:	Implement initiatives from Centre for Evidence Based Practice project – Business Links.
Performance Achievement:	Funding application for aviation research on information and communications technology complete. Formal links with Cawthron Institute in place for Aquaculture provision. Three health – nursing research papers published.
Performance Target:	Improve research connections and linkages to create economic opportunities.
Performance Achievement:	Ongoing: The Research and Ethics Committee is currently reviewing the research strategy and will report to Academic Board in April 2009.
<b>Objective 3 Ensure ongoing viability through effective governance and management.</b>	
Performance Indicator:	Implementation and annual review of professional development plans for all staff.
Performance Target:	All full-time staff in support roles have approved professional development plan for 2008 and beyond.
Performance Achievement:	Achieved: Key objectives from 2008 performance appraisal are used for individual and whole institute professional development.
Performance Indicator:	Complete annual Staff Satisfaction/Workload Surveys and report on findings.
Performance Target:	Conduct Staff Satisfaction Survey in 2008 and report on findings.
Performance Achievement:	Not Achieved: We have not achieved this objective but will initiate a staff survey in April 2009. We conducted a PAEET survey which provided us with some staff information similar to the staff survey and to do two surveys close together would have been counterproductive.
Performance Indicator:	Increase in the number of academic staff with a recognised teaching qualification.
Performance Target:	Identify teaching staff with no recognised teaching qualification and develop professional development plan to obtain.
Performance Achievement:	Ongoing: An audit of staff teaching qualifications has taken place and Heads of School, with support from HR, are developing action plans to improve the ratio of qualified staff.
Performance Indicator:	Support and recognition of Maori representation on NMIT Council and the Institute’s Senior Management Team.
Performance Target:	Ensure Maori representation within new Directorate structure.
Performance Achievement:	Achieved: Appointment of Director of Maori Education completed November 2008.
Performance Indicator:	Development and support of marketing strategies to promote NMIT as a provider of choice.
Performance Target:	Develop marketing tactics to maximise enquiries and pathway existing students.  Marketing communication plans demonstrate a focus on moving from exposure/advertising to engagement with key stakeholders in the region. Specifically: High School engagement strategy. Industry training hub as part of Business Links business engagement strategy. Portfolio of sports scholarships developed.
Performance Achievement:	Ongoing: Annual marketing communications plans developed for each school and include a mix of advertising and engagement activity.  Enquiry packs developed to provide speedy, accurate and detailed information to enquirers. Annual high school engagement plan completed and implemented with key focus on engagement activities. On campus careers day events held in conjunction with local businesses in Nelson and Marlborough. Partnership renewed with Tasman Makos and new partnership developed with Nelson Giants to provide study scholarships for players to retain youth and talent in the region.

Performance Indicator:	Collaboration with regional councils and tourism organisations to link NMIT with regional promotional initiatives.
Performance Target:	Collaboration with Nelson City Council's Arts festival. Review collaboration with regional Chambers of Commerce.
Performance Achievement:	Achieved: Sponsorship and participation in Nelson Arts Festival; the Nelson Tasman Chamber of Commerce Business Awards and Marlborough Chamber of Commerce Business Awards recognising business excellence.
Performance Indicator:	Review short and long term financial strategy to ensure organisational viability.
Performance Target:	Review Institute strategy in light of Tertiary Funding Reforms and respond to Council.
Performance Achievement:	Achieved: New management structure significantly involved in review and reforecast to ensure meeting of financial targets. Finance and EFTS reporting reviewed and reporting approved by Council.
Performance Indicator:	Review organisational efficiency and effectiveness and implementation of initiatives to improve.
Performance Target:	Implement minimum of three process improvement initiatives to improve organisational efficiency and customer satisfaction.
Performance Achievement:	Achieved: Appointment of finance analyst for ensuring detailed review and reporting of cost centres and school/team performance. Identification of new MIS for business planning and strategy implementation of new system began in October 2008. Use of ITP benchmarking data to provide financial and quality measurements for decision making and continuous improvement goals.
Performance Indicator:	Implementation and review of an approved IT strategy.
Performance Target:	IT Strategic Plan issues resolved and plan implemented.
Performance Achievement:	Achieved: IT Strategy completed. Initial work undertaken to prioritise key projects.
Performance Indicator:	Maintenance and generation of new business activity to diversify sources of revenue.
Performance Target:	Generate 25% of revenue from non TEC, non domestic fee sources.
Performance Achievement:	Not Achieved: 23% has been achieved through non TEC or non domestic fee sources. This includes ITO fees, International fees and other income. New focus on 'added' value' objectives provided for increase in international students, commercial development of training restaurant in new Tourism Hospitality and Wellbeing building and the start of development for fire fighting facility at Richmond campus for work with MNZ and other organisations.
Performance Indicator:	Implementation of capital development plan consistent with approved capital expenditure.
Performance Target:	Deliver approved capital development project on time and within budget.
Performance Achievement:	Achieved: Business Case for Capital Injection for NMIT Campus Plan from TAMU. The new Tourism, Hospitality and Wellbeing building is on schedule to open in January 2009 with the project budget on target. Awarded \$8.132 million in funding for Arts and Media building.
Performance Indicator:	Development, implementation and review of environmental management plan to reduce waste and energy consumption and minimise environmental impact from student activity.
Performance Target:	Assess current environmental impacts and develop reduction and mitigation plan.
Performance Achievement:	Ongoing: Development of environmental management issues confirmed to new Tourism Hospitality and Wellbeing building and design elements of proposed Arts and Media building with timber design and "green 4" category.

# Statement of Resources

For the year ended 31 December 2008

Crown Properties and Buildings	Land Area Ha	Buildings Area m <sup>2</sup>
Nelson Campus	3.55	20,966
Richmond Campus	0	457
Marlborough Campus	5.47	876
<b>Total</b>	<b>9.02</b>	<b>22,299</b>

Institute Owned Properties and Buildings	Land Area Ha	Buildings Area m <sup>2</sup>
Nelson Campus	0.57	5,512
Richmond Campus	4.65	607
Marlborough Campus	0	1,723
<b>Total</b>	<b>5.22</b>	<b>7,611</b>

Leased Properties and Buildings	Buildings Area m <sup>2</sup>	Annual Rental (\$000)
Blenheim Community Computing Centre	48	25
Woodbourne RNZAF	Varies	28
Vanguard Street	452	30
<b>Total</b>	<b>569</b>	<b>83</b>

Library Resources	2008	2007
<i>Available resources include:</i>		
Monographs	49,990	48,563
Serials	43,250	41,592
Non-books items e.g. DVDs	2,380	2,860

In addition, Internet access was provided free of charge in both Libraries.

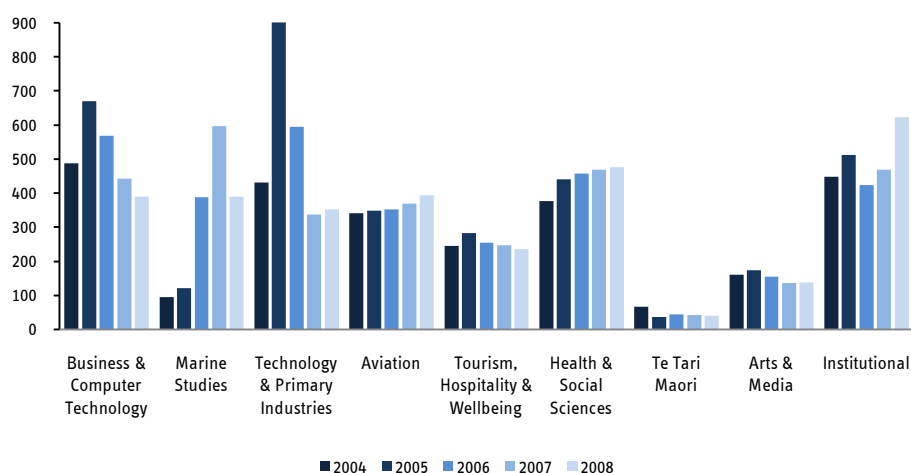
## 2008 EFTS

	TEC	Int'l	ITO	TOPS	STAR	Other	Total
2008 Target	2,839	137	41	33	35	3	3,088
2008 Actual	2,750	195	32	8	40	6	3,031

By School Actual 2008	TEC	Int'l	ITO	TOPS	STAR	Other	Total
Business and Computer Technology	333	52	0	3	1	0	389
Marine Studies	379	9	0	0	1	0	389
Technology and Primary Industries	287	17	20	3	23	1	351
Aviation	392	0	0	0	0		392
Tourism, Hospitality and Wellbeing	184	26	12	0	9	3	234
Health and Social Sciences	378	89	0	3	6	0	476
Te Tari Maori	40	0	0	0	0	0	40
Arts and Media	136	2	0	0	0	0	138
Institutional	621	0	0	0	0	1	622
<b>Total</b>	<b>2,750</b>	<b>195</b>	<b>32</b>	<b>8</b>	<b>40</b>	<b>6</b>	<b>3,031</b>

By School Target 2008	TEC	Int'l	ITO	TOPS	STAR	Other	Total
Business and Computer Technology	387	40	0	2	0	0	429
Marine Studies	274	10	5	0	0	0	289
Technology and Primary Industries	319	4	22	0	12	0	357
Aviation	402	1	0	0	0	0	403
Tourism, Hospitality and Wellbeing	215	22	14	9	16	0	276
Health and Social Sciences	362	56	0	22	7	0	447
Te Tari Maori	63	0	0	0	0	3	67
Arts and Media	143	4	0	0	0	0	147
Institutional	673	0	0	0	0	0	673
<b>Total</b>	<b>2,839</b>	<b>137</b>	<b>41</b>	<b>33</b>	<b>35</b>	<b>3</b>	<b>3,088</b>

## 5 Years EFTS Summary by School



## Analysis of Enrolments

	2008	2007	2006	2005	2004
Total enrolments	8,838	9,058	9,985	28,299	17,381
Enrolments per EFTS	2.91	2.92	3.09	7.83	6.53

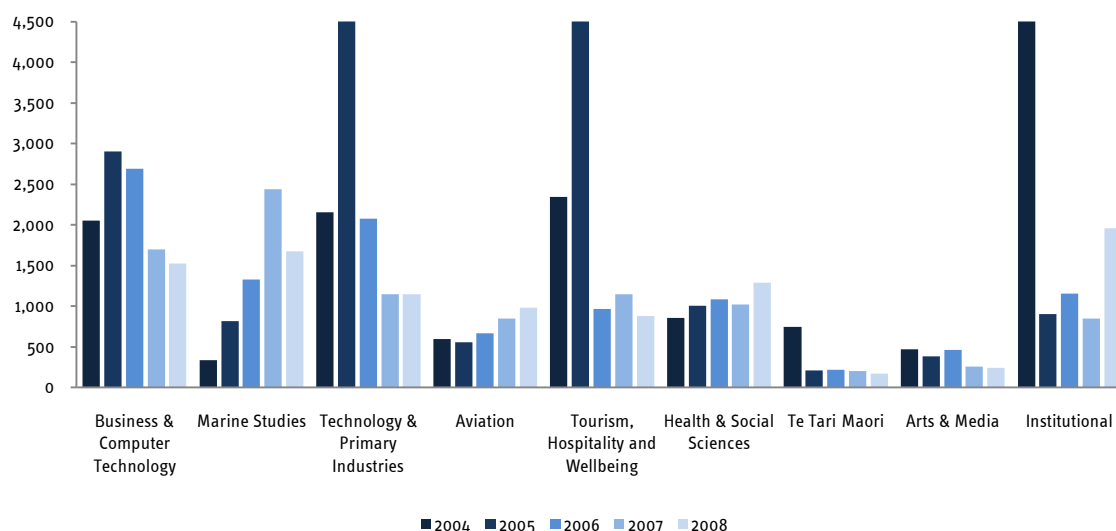
### Student Ethnicity

Percentage Maori students	5.5%	6.2%	10.0%	16.1%	15.9%
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### Student Gender

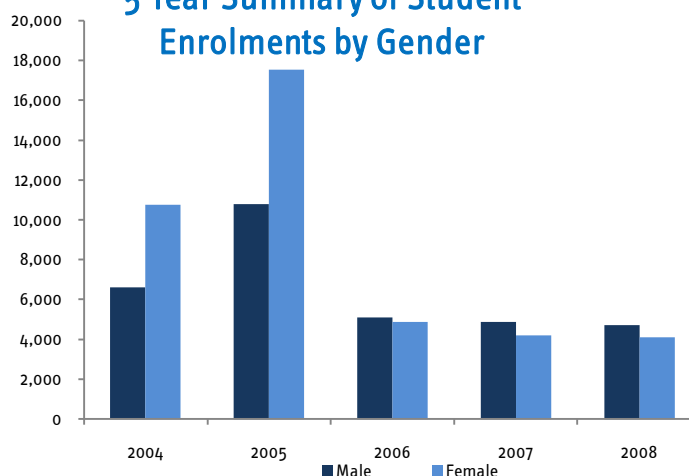
Percentage female students	46.5%	42.5%	48.8%	61.9%	61.9%
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## 5 Year Summary of Enrolments



Institutional enrolments for 2004 were 8,795. Technology and Primary Industries enrolments for 2005 were 17,999. Students enrolled in multiple Schools are counted twice.

## 5 Year Summary of Student Enrolments by Gender



# Research Activity Report

## RESEARCH OUTPUTS

### Revaluations

#### Authored Book

Fell, C. (2008) *Beauty of the Badlands*, Victoria University Press, ISBN: 978-0-86473-583-6, Wellington, sole author, peer reviewed.

#### Awarded Research Masters Thesis

Latham, E. (2008) *Human Resources Issues and Strategies in Tourism and Hospitality: The Dilemmas of Education and Training with focus on the Pacific*. Otago University.

#### Chapter in Book

Atkins, C. (2008) *Virtual Experience: Observations on Second Life*. In *Proceedings of ICCMSN2008*, Dunedin, NZ.

Blakey, P., Atkins, C., & Crumb, B. (2008) *Database training for novice end users: A Design Research approach?* *Proceedings of the Third International Conference on Design Science Research in Information Systems and Technology*, 7-9 May, Atlanta, Georgia, USA, pp 305-310.

Blakey, P., Atkins, C., & Crump, B. (2008) *Using design research to improve data modelling performance among novice end users*. *Proceedings of the 19th Australasian Conference on Information Systems*, 3-5 December, 2008, Christchurch, NZ, pp 126-135.

Cochrane, T., Atkins, C., and Sutcliffe, R. (2008) *Work towards setting up synchronous learning in a virtual and real world. When moving to the borderlands, is there an opportunity through "smuggling"?* *Proceedings of the Distance Educators Association of New Zealand (DEANZ) Annual Conference*, Wellington, August.

#### Conference Contribution – oral/visual presentation

Atkins, C. (2008) "Second Life: Exploring the potential for Real Learning in a Virtual World" (invited presentation) *Tertiary Libraries Special Interest Group (TELSIG) Annual Conference*, Palmerston North, May.

Atkins, C. (2008) *Second Life in Education* (invited presentation) *Distance Educators Association of New Zealand (DEANZ) Annual Conference*, Wellington, August.

Atkins, C. (2008) *First steps in Second Life* (Workshop). *21st Annual Conference of National Advisory Committee on Computing Qualifications (NACCQ)*, Auckland, July.

Atkins, C. (2008) *Web 2.0 in Education*. (Panel Chair) *21st Annual Conference of NACCQ*, Auckland, July.

Hodson, C. (2008) *Encountering the Other*, Conference visual presentation, ANZ joint Scientific Meeting, NZSO/MOGA Oncology Conference of August 5-6. Town Hall Convention Centre, Christchurch, peer reviewed.

Hodson, C. (2008) *Connecting Communities – Art Projects as a Collaborative Endeavour*, conference paper, 5th Biennial ITP New Zealand Research Forum Conference 2008. Bay of Plenty Polytechnic, Waiariki Institute of Technology, Tauranga, peer reviewed.

Mitchell, D. (2008) "What's really going on here and who should know? The importance of research approaches that utilise a reflective pathway." Conference presentation – 14th International Reflective Practice Conference, Rotorua.

#### Confidential Report for External Body

Cornwell, G. (2008) *External Examiners Report*, Whitireia Polytechnic; peer reviewed.

#### Edited Book

Fell, C. (2008) *Like: rewordings*, various authors, NMIT, Nelson, edited.

Fell, C. (2008) *Like: rewordings*, various authors, NMIT, Nelson, web publication, <http://www.icebox.org.nz/LIKEpoems.html>.

### Exhibition

Cornwell, G. (2008) *An Enquiry into Mundus Subterraneus* (the letter written, sent to one who cannot read). (After Fuseli, 'The Nightmare', 1790 after Unknown, L.D. *Satyre castrated by a nymph*, 1543-1545). A disturbing dialogue on the paradoxical exercise of the theory of love, desire and other melodramas of the heart; a discourse on that which spurs the soul. (The letter read and then discarded). After Fuseli, 'The Nightmare' (1790), after Unknown, 'Nymph castrating a Satyr' (1543-1545) (Drawings); Nelson Marlborough Institute of Technology, Nelson. Group Exhibition – *Conversations*, Fishbowl Gallery, NMIT, Nelson.

Cornwell, G. (2008) *Big Curve: A Clairvoyants discourse on a passion of the heart and other intimacies*. (The destiny of a letter I never wrote); After Max Earnst, 'La Semaine du Bonte', (1939); Axis Mundi (a letter of love, a letter sent to a rose growing wild in the jungle); After Max Earnst, 'La Semaine du Bonte', (1939) (Drawings). Nelson Marlborough Institute of Technology, Nelson; Group Exhibition – *Anti-Body*, Fishbowl Gallery, NMIT, Nelson.

Cornwell, G. (2008) 'Curved surfaces create many interesting effects which may be enhanced by innovative printing' (Love letter to Judith that never arrived – designated 'dead letter office'), Hastings Exhibition Centre. Group exhibition – *Faking It*, Hastings Exhibition Centre, Hawkes Bay Regional Gallery (September-October 2008); peer reviewed.

Earley, C. (2008) *Spring – blue, Spring – white*. Waikato Museum of Art and History, Hamilton. Waiclay National Ceramics Exhibition – group show, Curator/Juror: Janet Deboos, peer reviewed.

Earley, C. (2008) *Spouting Off*. The Suter Te Aratoi o Whakatu, Nelson. The Full Spectrum – group show, Curator: Julie Catchpole, The Suter Te Aratoi o Whakatu, Nelson, peer reviewed.

Earley, C. (2008) *Spouting Off*. Nelson Marlborough Institute of Technology, Nelson. Solo Exhibition: 'Spouting Off', Fishbowl Gallery, NMIT, Nelson.

Earley, C. (2008) *Group of 4 Works (Spring Series)*. Refinery Artspace Gallery, Nelson. *Clay @ the Refinery – Nelson Potters* – group show, Refinery Artspace Gallery, Nelson.

Earley, C. (2008) *Untitled – yellow*. Nelson Marlborough Institute of Technology, Nelson. Group Exhibition: 'Untitled II', Fishbowl Gallery, NMIT, Nelson.

Hodson, C. (2008) *Double Vision*, Nelson Marlborough Institute of Technology. Group Exhibition: 'Untitled One', Fishbowl Gallery NMIT, Nelson.

Hodson, C. (2008) *Trailer, Tantaliser, Teaser*, Nelson Marlborough Institute of Technology. Group Exhibition: 'Untitled Two', Fishbowl Gallery, NMIT, Nelson.

Hodson, C. (2008) *This is not a Rose – from the Magpie Series*, The Suter Art Gallery Te Aratoi o Whakatu. Group Exhibition – 50/50 McKee Gallery, The Suter Art Gallery, Nelson, peer reviewed.

Hodson, C. (2008) *4am Collected Works – The Gallery of the Surface Engineers*, Nelson Marlborough Institute of Technology. Solo Exhibition, Fishbowl Gallery, NMIT, Nelson, peer reviewed.

Plank, C. (2008) *Boulder Dress, Wearable Expressions*, Palos Verdes Art Centre, California, USA; peer reviewed.

Plank, C. (2008) *Unveiling the Haven, Fibre & Fleece*, Opatiki, Hawkes Bay; peer reviewed.

### Film/Video

Baker, M. (2008) *All Shorts Film Festival*, 1 November. (duende roll).

**Oral Presentation**

- Baker, M. (2008) Public Presentation in Second Life. MA Project: In the Company of Strangers. Momentum Gallery, Equilibrium, Nelson; peer reviewed.
- Baker, M. (2008) MA Project: In the Company of Strangers, Nelson Marlborough Institute of Technology. Oral Presentation; Symposium – School of Arts and Media, NMIT, Nelson; peer reviewed.
- Baker, M. (2008) Multi-media Second Life 5 Performances. MA Project: In the Company of Strangers, Nelson Independent Theatre Arts Festival 08. Nelson Independent Theatre Arts Festival 08; peer reviewed.
- Baker, M. (2008) Underground 2008 Multi-Media Interactive event.
- Clendon, J. (2008) “Kinkeepers: Mothers and the Plunket Book.” PhD school presentation, Palmerston North.
- Cornwell, G. (2008) Reality: Descartes to Baudrillard, The Suter te Aratoi o Whakatu, Nelson. The Suter Gallery, Nelson, Public Lecture; peer reviewed.
- Earley, C. (2008) 20 x 20, Pecha-Kucha, Independent Theatre, Nelson. Artist Lecture Series Independent Theatre, Nelson, July, peer reviewed.
- Earley, C. (2008) ‘Recent Work’, Nelson Marlborough Institute of Technology, Nelson. Arts and Media Symposium, August.
- Fell, C. (2008) Like: introduction to a poetry reading, The Suter, Nelson, 29 August, Floor talk associated with Hot Spot exhibition.
- Hodson, C. (2008) Wellbeing – The place of creativity in Healing, invited to give an address as part of an artist panel: Craig Potton, Catharine Hodson, Claire Szabo-Cassella, Nic Moon at The Suter Art Gallery, Nelson, 31 August.
- Kennedy, Dr. M. (2008) “Providing continence care in mental health nursing – is there a difference?” Seminar presentation, Nelson.
- Malthus, S. and Fowler, C. (2008) Perceptions of Accounting as a Career: A qualitative New Zealand Study. AFAANZ/IAAER Conference, Sydney, July (1) (2) (3)
- Matheson, S. & Mitchell, D. (2008) “Nursing students’ first experience of the death of a client.” Seminar presentation, Nelson.
- Mitchell, D. (2008) “Being family friendly: Is this as easy as it sounds?” Invited speaker – Neonatal Conference, Nelson.
- Mitchell, D. (2008) “Men’s perspectives and how they can help.” Invited speaker – PHO seminar on Primary Mental Health, Nelson.
- Scott, C. (2008) Budgeting contestable performance intentions: an application of discourse ethics for Crown entities. Forum paper, AFAANZ/IAAER Conference, Sydney, July.
- Scott, C. (2008) Acted as a discussant reviewing McManus & Subramaniam. Ethical evaluations and behavioural intentions of early career accountants, the impact of mentors, peers and individual attributes. AFAANZ/IAAER Conference, Sydney, July.
- Vanderskog, Dr. B. (2008) “Enabling Activity: What makes it easier for disabled people in the Nelson Marlborough region to be physically active?” Seminar presentation, Nelson.

**Performance**

- Fell, C. (2008) The M at the End of the Earth, International Institute of Modern Letters, Best New Zealand Poems Reading, National Library Auditorium, Wellington, 14 July, peer reviewed.
- Fell, C. (2008) Beauty of the Badlands / Telling Poems, Nelson Arts Festival. Nelson Arts Festival Brochure; performance at the Granary, Founders Park, Nelson.
- Fell, C. (2008) Two Little Songs for Loud and Quiet, Pecha Kucha. The Independent.
- Fell, C. (2008) Two Little Songs for Loud and Quiet and ‘Song: Tra-la Ter-ra’. NMIT Symposium Lecture Series, NMIT A211.
- Fell, C. (2008) Riverlore Gallery, NMIT Level 4 Exhibition Opening.

**Other – Article**

- Fell, C. (2008) Two Poems, The NZ Listener, 4 October, Auckland, sole author, peer reviewed.

Fell, C. (2008) Magazine feature on Cliff Fell in Wild Tomato (October) by Matt Bowler.

Fell, C. (2008) Newspaper feature, The Nelson Mail, 18 October, by Geoff Collet.

Fell, C. (2008) A Concrete Conveyance Channel, Scoop Poem of the Week, <http://books.scoop.co.nz/beauty-of-the-badlands/#more-500>, Scoop, Auckland, sole author, peer reviewed.

Malthus, S.; Robinson, A.; and Davidson, A. (2008) Knowledge and use of XBRL by Chartered Accountants in New Zealand, New Zealand Journal of Business Research (in print).

Scott, C. and Barret, J. (2008) Costs and funding of New Zealand local authorities: the role of democratic discourse. International Journal of Public Sector Management 2008. (page numbers needed)

**Other – Composition (externally funded)**

Mitchell, D. (2008) ‘Supporting Men as Fathers’ – a Workbook. Composition externally funded by Nelson Marlborough District Health Board, Nelson.

**Other – Lecture Citation**

Fell, C. (2008) Cited among new New Zealand poets in the 2008 Janet Frame Memorial Lecture, by Gregory O’Brien; peer reviewed.

**Other – Poem**

Fell, C. (2008) His Knowing, Auckland University Press, ISBN 978-1-86940-403-1. A Good Handful – Great New Zealand Poems about Sex (ed Bagby, S), peer reviewed.

Fell, C. (2008) Like a Blind Man, Auckland University Press, ISBN 978-1-86940-403-1. A Good Handful – Great New Zealand Poems about Sex (ed Bagby, S), peer reviewed.

Fell, C. (2008) The M at the End of the Earth, IIML – Best New Zealand Poems 2007, peer reviewed.

**Other – Radio**

Fell, C. (2008) Like: rewordings essay, Fresh FM, NMIT, Nelson, peer reviewed.

Fell, C. (2008) Fresh FM, 21 October, by Matt Lawrey.

Fell, C. (2008) Radio panel discussion and performance, Radio Live, 26 October, Nelson Arts Festival, by Finlay McDonald.

**Other – Television Interview**

Fell, C. (2008) TV interview and Poetry Reading: Country Calendar, TV 1, TVNZ, Broadcast on TVNZ web-site.

**Other – Workshop**

Clendon, J. (2008) ‘Demonstrating outcomes in the provision of primary health care to children and families in a lower socio-economic community.’ Invited speaker – Nelson Bays Primary Health Organisation Primary Health Care Nurses Workshop, Nelson.

**PEER ESTEEM****Research-related fellowships, prizes and awards**

Dallison, C. (2008) Prime Ministers Scholarship for Analysis of International High Performance Athletes.

Earley, C. (2008) The Australian University Award, December 12, awarded by Janet Deboos, Juror of the Waiclay National Ceramics Exhibition and Head of Workshop, ANU, Canberra, Australia.

Fell, C. (2008) Newspaper Magazine Feature, Interviewed but un-cited in Sunday Star Times feature on Bill Manhire by Margot White, peer esteem.

Hodson, C. (2008) Best Publishable Paper Award for conference paper: Connecting Communities – Art Projects as a Collaborative Endeavour at the ITPNZ Collaborative Research Conference 2008, September.



Hodson, C. (2008) Barbara T. Sabo Scholarship Foundation, Portland, OR, USA, August. (The BTSSF aids artists whose lives have been directly affected by breast cancer.)

Matheson, S. (2008) Active membership of the Health Practitioners' Disciplinary Tribunal, Nelson.

#### **Participation in editorial boards and/or refereeing (eg for journals)**

Atkins, C. (2008) Reviewer: Australasian Conference in Information Systems, Christchurch, December.

Salt, B., Atkins, C. and Blackall, L. (2008) Engaging with Second Life: Real Education in a Virtual World – Literature Review, online at <http://slenz.files.wordpress.com/2008/12/slliteratureeviewa1.pdf>

#### **Other evidence of peer esteem**

Earley, C. (2008) 'Rainbows and Pots of Gold' by Tom Hunt, Newspaper Review, November 12. Review of The Full Spectrum Exhibition, The Suter Te Aratoi o Whakatu, Nelson, peer reviewed.

Earley, C. (2008) Spouting Off, Acquisition of one ceramic work into permanent collection of The Suter Te Aratoi o Whakatu, Nelson, peer reviewed.

### **CONTRIBUTION TO THE RESEARCH ENVIRONMENT**

#### **Generation of externally funded research**

Atkins, C. (2008) PhD Supervision through Massey University, one student, submitted December.

Atkins, C. (2008) Appointed examiner for PhD thesis, Curtin University, Perth, Australia.

Atkins, C. (2008) Engaging with Second Life: Real Education in a Virtual World. Project funded by TEC Encouraging and Supporting Innovation Fund. Amount awarded \$500,000.

## Equal Employment Opportunities Report

NMIT is committed to supporting staff from all sections of the community that it serves. We ensure that all employees and applicants are treated according to their skills, qualifications, abilities and aptitudes without regard to factors such as age, colour, gender, culture, marital status, disability, sexual orientation, political beliefs, religion, ethnic or national origin which are irrelevant to the position.

EEO ensures that all staff are treated equitably during the recruitment and selection process, and once in employment are equitably considered with respect to education/training, promotion and remuneration.

### Our commitment to Equal Employment Opportunities includes:

- A senior colleague to co ordinate EEO issues;
- An annual EEO plan;
- Annual reporting of EEO issues to the CEO and NMIT Council;
- Treaty of Waitangi workshops to new staff and students;
- A position responsible for disability issues for staff and students;
- Regular reminders to staff and students of EAP and support services provided by independent providers.

### The main achievements in the Equal Employment Opportunities arena this year have been:

- Access audit recommendations implemented;
- New Treaty training course developed for staff in 2009;
- Treaty workshop included as part of the celebrating learning day;
- Appointment of a Director of Maori Education;
- Participation in the PAEET project which will provide us with information.

## Human Resources Statistics

Academic staff by category of appointment	2008	2007	2006	2005	2004
FTE Academic staff	129.7	156.3	162.5	150.0	136.3
% of FTE Academic staff identifying as Maori to total FTE Academic staff	4.6%	3.6%	3.3%	4.6%	4.0%
% of FTE female Academic staff to total FTE Academic staff	66%	63%	59%	58%	59%
General staff by category of appointment					
FTE General staff	124.8	113.9	132.0	130.1	124.5
% of FTE General staff identifying as Maori to total General staff	6.9%	5.4%	5.8%	5.1%	4.6%
% of FTE female General staff to total FTE General staff	85%	72%	69%	69%	66%

# Equal Education Opportunities (EEo) Report

This EEo Plan reflects Nelson Marlborough Institute of Technology's Charter objectives and value statements; it aims to address inequity, increase participation and improve the learning experience of these groups across the Institute.

## 1. ELIMINATION OF UNNECESSARY BARRIERS TO THE PROGRESS OF STUDENTS (S220.2.c).

### 1.1 Physical

- There were no identified unmet needs and equipment was provided for students with identified needs on all campuses.
- New automatic opening doors have been installed in the refurbished Student Centre to provide ease of access.
- 2007 Access Audit reviewed and modifications to building access undertaken. Work assessed by auditor in November.
- The Coordinator worked with the Facilities Manager to ensure that any identified barriers were removed and/or plans established to ensure ongoing access and safety.

### 1.2 Academic

- In 2008 NMIT was offered professional development by TEC in the form of an internal literacy cluster as part of the 'Learning for Living initiative' that NMIT had joined in 2007. The project aims is to promote more effective teaching, assist in planning quality foundation programmes to improve learner outcomes, and to identify next steps or gaps for learners.
- 70 refugee and migrant students studied English with NMIT in 2008.
- NMIT worked closely with RMS Refugee Resettlement, Nelson Multi Ethnic Council, Work and Income, the Ministry of Social Development and schools to co-ordinate services to ensure that students are well provided for and well informed.
- The concept of a Certificate in Tertiary Study Skills was approved and development of the qualification, to provide students with a level of skills to allow them to study independently at a tertiary level, commenced.
- The development of online English language courses to meet the needs of students who are unable to attend classes due to work and family commitments was initiated.
- NMIT's 2008 Foundation Learning Strategy reflects a student centred approach and the associated Foundation Learning action plan facilitates developments in relation to organisational structures and processes, curriculum design and the delivery of excellent teaching and learning - an important step in ensuring learning and achievement equality during study.

### 1.3 Institution/Administrative

- Funding received through SSG/TEOC was used to provide 1:1 support and assistance to students with identified needs. Individual student assessment directed the provision of 1:1 support and/or tutorial assistance.
- The .6 Coordinator position for TSD was maintained and 260 hrs of 1:1 support provided to students.
- 178 students accessed the free counselling services.
- The Student Support Service Team was maintained to provide on site assistance and access to the community agencies.
- A student helpdesk was established to improve access to services and information.
- The Kaitakawaenga and Pacific Island Liaison positions provided support and links to ensure access and participation of Maori and Pacific Island students.

## 2. AVOIDANCE OF CREATION OF UNNECESSARY BARRIERS TO THE PROGRESS OF STUDENTS (S220.d).

### 2.1 Physical

- Studylink presence at NMIT is prominent year-round at the reception/enrolments area in the Administration block on NMIT campuses and increased access was made available during the peak period of November to February.

### 2.2 Academic

- 13 staff attended the Certificate in Adult Teaching course on Inclusive Teaching.

### 2.3 Institutional/Administrative

- 2008 SSG, TSD funding secured and reports submitted.
- Kaitakawaenga and Pacific Island Liaison positions retained together with ongoing student support services and assistance with scholarships.
- Student support assessment process put in place to increase student participation and access.
- Student helpdesk position initiated to assist students with access to NMIT & local community services.
- Four Advisory Group meetings held through 2008.

## 3. DEVELOPMENTS TO ATTRACT UNDER-REPRESENTED GROUPS OR THOSE DISADVANTAGED IN TERMS OF ABILITY TO ATTEND (S.220.Se).

### 3.1 Academic

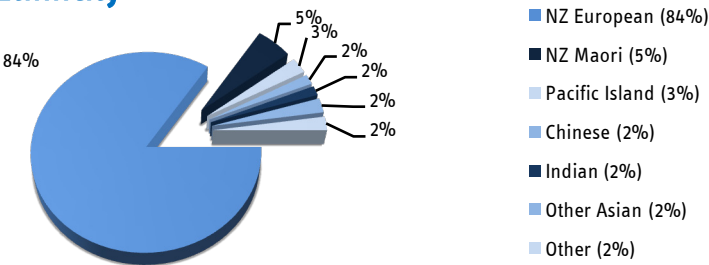
- 43 EFTS delivered in free computer training through the Richmond and Marlborough Community Computing Centres.
- 20 EFTS delivered in Certificate in Community Integration.
- 31 EFTS delivered in Training for Work Skills in Nelson and 10 EFTS in Marlborough.
- 25 EFTS achieved in Certificate in Employment Skills in Nelson and 14 EFTS achieved in Marlborough.
- These programmes are delivered in conjunction with the Ministry of Social Development and other community agencies.

### 3.2 Institutional/Administrative

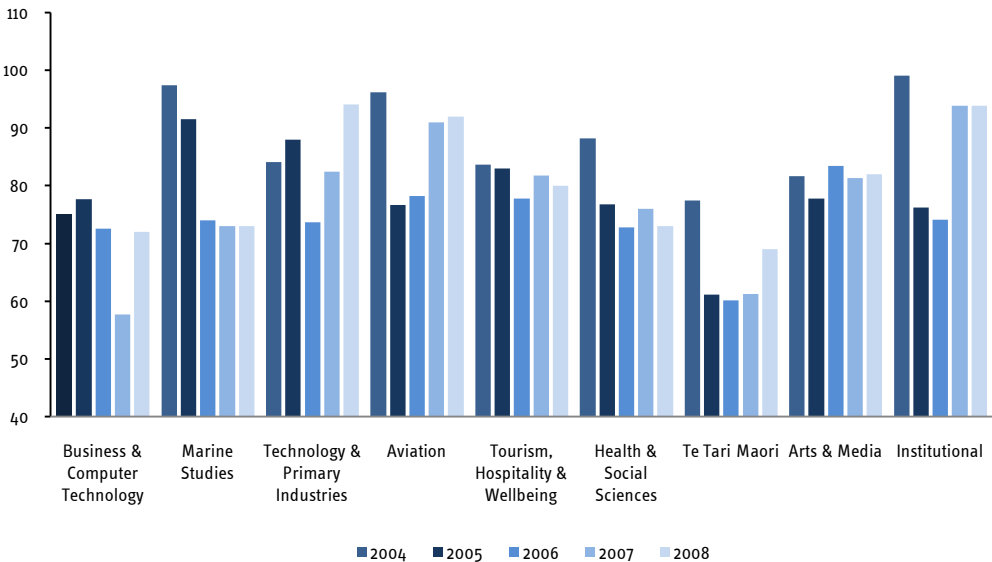
- 100 EFTS in total delivered in Foundation and Bridging Skills programmes and courses.
- TEC cap on ACE EFTS still in place, but links have been established with local secondary schools for NMIT to identify and offer ACE teachers professional development. Components of NMIT Certificate in Adult Teaching have also been made more accessible with online flexible delivery, and ACE Co-ordinators have had raised awareness of the resources available through Ako Aotearoa.

# Student Profile

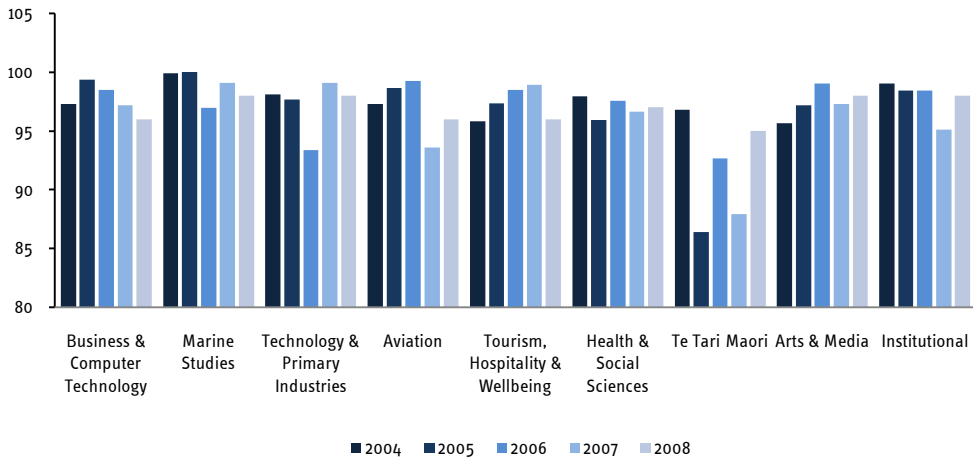
## Student Ethnicity



## 5 Year Summary % Completion Rate by School



## 5 Year Summary % Retention Rate by School



# Directory

## CAMPUS

### NELSON CAMPUS

322 Hardy Street  
Nelson 7010  
Phone 03 546 9175  
Fax 03 546 2441

Postal Address  
Private Bag 19  
Nelson 7042

### MARLBOROUGH CAMPUS

85 Budge Street  
Blenheim 7201  
Phone 03 578 0215  
Fax 03 578 0216

Postal Address  
PO Box 643  
Blenheim 7240

### RICHMOND CAMPUS

390 Lower Queen Street  
Richmond 7020  
Phone 03 544 3733

### WOODBOURNE CAMPUS

RNZAF Base Woodbourne  
Middle Renwick Road  
Springlands 7214  
Phone 03 572 9624

Postal Address  
PO Box 643  
Blenheim 7240

## COUNCILLORS AND ORGANISATION REPRESENTATION

### Councillors

Ross Butler<sup>i</sup>  
Ian Paterson

Tony Gray  
Brian Rhodes<sup>ii</sup>  
Allen Hippolite  
Andrew Rowe  
Clare Atkins  
Virginia Watson  
Hemaima Hughes  
Hilary Mitchell  
Kerry Marshall  
Leo McKendry  
Luke Katu  
Marion Heinz  
Karyn Fisk

Chairperson, Ministerial  
Deputy Chairperson, New Zealand Trades Unions  
Representative  
Chief Executive  
Employers and Manufacturers Association  
Maori Representative  
Marlborough Representative  
Academic Staff  
Marlborough Representative  
Maata Waka Representative  
Ministerial  
Ministerial  
Ministerial  
Maori Representative  
Allied Staff Representative  
Acting Saniti Student President

## OTHER ORGANISATION REPRESENTATION

### Auditor

Audit New Zealand  
On behalf of the Auditor-General, Wellington

### Bankers

BNZ, Nelson

### Solicitors

Pitt and Moore, Nelson

### Insurance Broker

Marsh Ltd, Christchurch

### Contact Information

Web Page [www.nmit.ac.nz](http://www.nmit.ac.nz)  
E-mail [info@nmit.ac.nz](mailto:info@nmit.ac.nz)  
Phone 0800 4 career  
0800 422 733  
03 546 9175

## Organisation Representation

### Executive

Tony Gray  
Caroline Seelig<sup>iii</sup>  
Martin Vanner  
Graham Bell  
Sandra Williams  
PJ Devonshire

Chief Executive  
Director of Education, Planning and Investment  
Director of Finance and Corporate Services  
Director of Teaching and Learning  
Director of Marketing and Student Services  
Director of Maori Education

### Heads of School

Steve Holtum  
Ian Lister  
Jeff Wilson  
Elizabeth Latham  
John Hitchcock  
Suzie Peacock

Aviation  
Business and Computer Technology  
Technology and Primary Industries and Marine Studies  
Tourism, Hospitality and Wellbeing  
Health and Social Sciences  
Arts and Media

### Operations and Services

Gary Cox  
Lily Belabun

Human Resources Manager  
Marlborough Campus Manager

<sup>i</sup> Elected Chairperson January 2009

<sup>ii</sup> Chairperson until 31 December 2008

<sup>iii</sup> Director of Education, Planning and Investment until 31 December 2008

## Glossary

<b>ACE</b>	Adult Community Education	<b>PI</b>	Pacific Islands
<b>APERS</b>	Annual Programme Evaluation Report	<b>PINZ</b>	Polytechnics International New Zealand
<b>ARLA</b>	Adult Reading and Learning Assistance Federation	<b>PTEs</b>	Private Training Establishments
<b>ARTENA</b>	Student Management Computer System	<b>QRP</b>	Quality Reinvestment Programme
<b>ATTTO</b>	Aviation Tourism and Travel Training Organisation	<b>QMS</b>	Quality Management System
<b>AUT</b>	Auckland University of Technology	<b>RCC</b>	Recognition of Current Competence
<b>BDC</b>	Business Development Company	<b>RNZAF</b>	Royal New Zealand Air Force
<b>CAA</b>	Civil Aviation Authority	<b>RPL</b>	Recognition of Prior Learning
<b>CAT</b>	Certificate in Adult Training	<b>SAC</b>	Student Achievement Component
<b>CEBP</b>	Centre of Excellence Based Practice	<b>TEOC</b>	Tertiary Education Organisation Component
<b>CWTAS</b>	Community Workers Training and Support	<b>SANITI</b>	Students Association of Nelson Marlborough Institute of Technology Incorporated
<b>DOC</b>	Department of Conservation	<b>SEED</b>	Student Counselling service provider
<b>EEEdO</b>	Equal Education Opportunities	<b>SEG</b>	Special Education Grant
<b>EEO</b>	Equal Employment Opportunities	<b>SFRITO</b>	Sport, Fitness, Recreation Industry Training Organisation
<b>EFTS</b>	Equivalent Full Time Student	<b>SSG</b>	Special Supplementary Grant
<b>ESOL</b>	English for Speakers of Other Languages	<b>STAR</b>	Secondary, Tertiary Alignment Resource
<b>FTE</b>	Full Time Equivalent	<b>STIC</b>	Secondary Tertiary Industry Collaboration
<b>HITO</b>	Hairdressing Industry Training Organisation	<b>STCW</b>	Standards of Training and Certification of Watchkeepers
<b>HR</b>	Human Resources	<b>SUTI</b>	Skills Update Training Institute
<b>HSI</b>	Hospitality Standards Institute	<b>TAMU</b>	Tertiary Advisory Monitoring Unit
<b>IDEA</b>	Intellectual Disability Empowerment in Action	<b>TEC</b>	Tertiary Education Commission
<b>IDF</b>	Innovation and Development Fund	<b>TEI</b>	Tertiary Education Institution
<b>ITO</b>	Industry Training Organisation	<b>TEO</b>	Tertiary Education Organisation
<b>ITP's</b>	Institutes of Technology and Polytechnics	<b>TOP</b>	Training Opportunities Programme
<b>ITPNZ</b>	Institutes of Technology and Polytechnics of New Zealand	<b>TSD</b>	Tertiary Students with Disabilities
<b>ITPQ</b>	Institutes of Technology and Polytechnics Quality	<b>TTM</b>	Te Tari Māori/Department of Māori Studies
<b>KAREN</b>	Kiwi Advanced Research and Education Network	<b>YHA NZ</b>	Youth Hostel Association New Zealand
<b>KPI</b>	Key Performance Indicator		
<b>LAMP</b>	Literacy and Maths Project		
<b>ML</b>	Marlborough		
<b>MOE</b>	Ministry of Education		
<b>MNZ</b>	Maritime New Zealand		
<b>MTI</b>	Mahurangi Technical Institute		
<b>NCW</b>	National Council of Women		
<b>NMIT</b>	Nelson Marlborough Institute of Technology		
<b>NN</b>	Nelson		
<b>NSOM</b>	Nelson School of Music		
<b>NZ IFRS</b>	New Zealand International Financial Reporting Standards		
<b>NZQA</b>	New Zealand Qualification Authority		
<b>PAEET</b>	Pay and Employment Equity Tool		





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Te Whare Wānanga o Te Tau Ihu o Te Waka a Maui

### **NMIT Nelson**

322 Hardy Street  
Private Bag 19  
Nelson, 7042

### **NMIT Marlborough**

85 Budge Street  
PO Box 643  
Blenheim, 7240

[www.nmit.ac.nz](http://www.nmit.ac.nz)

[info@nmit.ac.nz](mailto:info@nmit.ac.nz)

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