

VICTORIA UNIVERSITY OF WELLINGTON

Annual Report

2017



Capital thinking. Globally minded.



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the Chancellor

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The *Annual Report 2017* is published online
at www.victoria.ac.nz/annualreports

Published by

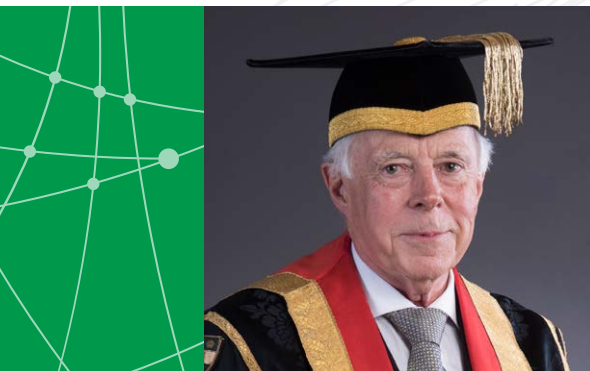
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ISSN 1171-2740 (Print)
ISSN 1174-8184 (Online)

April 2018



Interview with the Chancellor

What has been notable about 2017?

Victoria University is well and truly embedded as a capital city university. This was enhanced in 2017 with the establishment of the Miramar Creative Centre, in partnership with world-renowned film and digital production companies.

We also grew our global networks through international partnerships and research collaborations, and hosting international experts at conferences on important global issues. Being appointed the host of two Centres of Asia-Pacific Excellence provides an exciting avenue from which we can build new and meaningful connections in the years to come.

How well did Victoria track against its Strategic Plan?

We tracked against the Strategic Plan incredibly well in 2017. For example, the establishment of the new Bachelor of Health and the Master of Fine Arts (Creative Practice) are two examples that illustrate how we are continuing to develop the University's academic strengths through our world-class teaching and research.

On top of that, enrolments for both domestic and international students are increasing, and that's a really good sign—it shows the Strategic Plan is working.

What are some of the key achievements of the year?

There were several significant milestones throughout 2017. We began the academic year with the Prime Minister opening the new six-storey annexe at Rutherford House and ended with the opening of the new School of Biological Sciences building, Te Toki a Rata. It was great to see these two long-term capital development projects come to fruition and provide modern facilities fitting of a top-class university.

Throughout the year, university researchers received \$57.8 million in research funding, an increase of \$9.4 million on 2016, which is indicative of the calibre of our researchers and the work they're doing.

What impact is the digital future having at Victoria?

Victoria is embracing its digital future, which is already changing the way we teach and learn. Through the Office of the Assistant Vice-Chancellor (Digital Futures) set up in 2016, the University is working towards a future enriched by technology.

Part of that is building capability across the University in our digital processes and our teaching. For example, there were nearly 7,000 enrolments from around the world across our two massive online open courses, offered for the first time in 2017.

What do you see as the role of universities in the future?

Universities should maintain the fundamental basic tenets of our existence. That is, to provide quality higher education, produce meaningful research, find new solutions to complex problems, generate public debate and cultivate creativity.

As a university, we also strive to be the critic and conscience of society. It was pleasing to see our academics do so with vigour in 2017, contributing to debates on major societal issues.

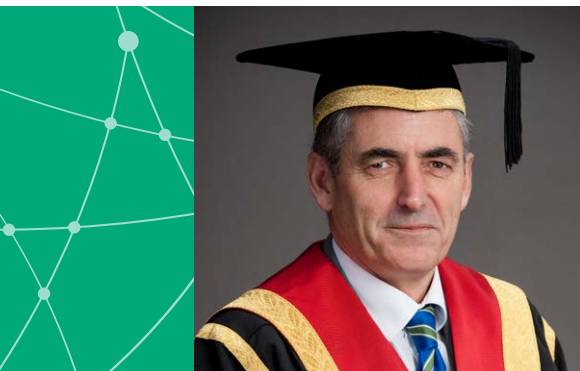
What is an enduring memory you'll take away from your final year as Chancellor?

At an event to farewell a senior staff member, several grandchildren of the retiring staff member were playing on the stairs. These young children were completely at home in the university environment. In that moment, I saw them as future students who would one day be equally at home in a lecture theatre. It was a great reminder of why we are all here and doing what we do.

Who would you like to thank?

The year wouldn't be the success it was without the tireless efforts of the Vice-Chancellor, Professor Grant Guilford, and the Senior Leadership Team. Likewise, I would like to thank all staff, both academic and professional, who every day contribute to Victoria being a world-class, globally ranked university. Thanks to my fellow Council members and thanks also to our students—their creativity, energy and commitment fills me with confidence that our future is in good hands.

SIR NEVILLE JORDAN
KNZM (2015), CNZM (2008)
Chancellor



Interview with the Vice-Chancellor

What were some of Victoria's key achievements?

In terms of our academic mission, a key achievement was the launch of our Faculty of Health, which has filled a longstanding gap in the University's curriculum and is much needed by the city. We've seen a strong performance in other faculties, with fast growth in the Engineering faculty for example, and our Bachelor of Arts now the most popular degree of its kind among New Zealand universities. The opening of the Miramar Creative Centre in the heart of Wellington's film industry was a milestone as was rationalising our infrastructure with the sale of the Karori campus to another community-minded organisation—Ryman Healthcare.

What progress was made in the area of graduate employability?

We saw better public and employer appreciation of the future nature of work and put strong emphasis on giving our students transferable skills they can take through their careers.

We worked hard to improve the amount of work-integrated learning through experiences such as internships and scholarship programmes.

A highlight was a fantastic programme where our international students joined local workplaces to give businesses insights into their markets offshore and help them better understand the environment they are selling into.

How did Victoria boost Māori and Pasifika achievement?

Developing a pathways programme to bring in more young Māori and Pasifika was a key focus in 2017. We also completed a review of the 63 interventions, representing around \$4 million of investment, that support Māori and Pasifika students so we are clear on which of these are delivering the best results.

What impact did research carried out at Victoria have during the year?

A standout example was the licensing of an anti-cancer drug in Japan, based on science carried out at the Ferrier Research Institute. This is the first time in many years that New Zealand research has led to a drug in clinical usage. We're confident it will also be licensed in other countries and make a significant difference to the progress against cancer.

Another measure is the accolades staff receive and we have had a fantastic year in that respect, capped off by Professor Colin Wilson winning the premier award, the Rutherford Medal.

How has Victoria grown its international links?

We focused on deepening and enriching our many international links, including further developing the Capital City Universities Initiative by bringing selected staff from other capital city universities to Wellington to engage with us and the city on important issues.

We also began implementing the two Centres for Asia-Pacific Excellence (CAPEs) that Victoria is hosting, one focused on Latin America and one on Southeast Asia. The CAPEs are helping New Zealanders become more familiar with the language, cultural and business opportunities in both regions.

How are we tracking in the area of student experience?

Our growth in student numbers is testament to the fact that the student experience we offer is very rewarding. It starts with the classroom experience, which is second to none, and extends to the experience in the wider university and the city. We put very significant resources into pastoral care, particularly for first-year students. Other initiatives included the introduction of restorative justice processes as well as community outreach programmes.

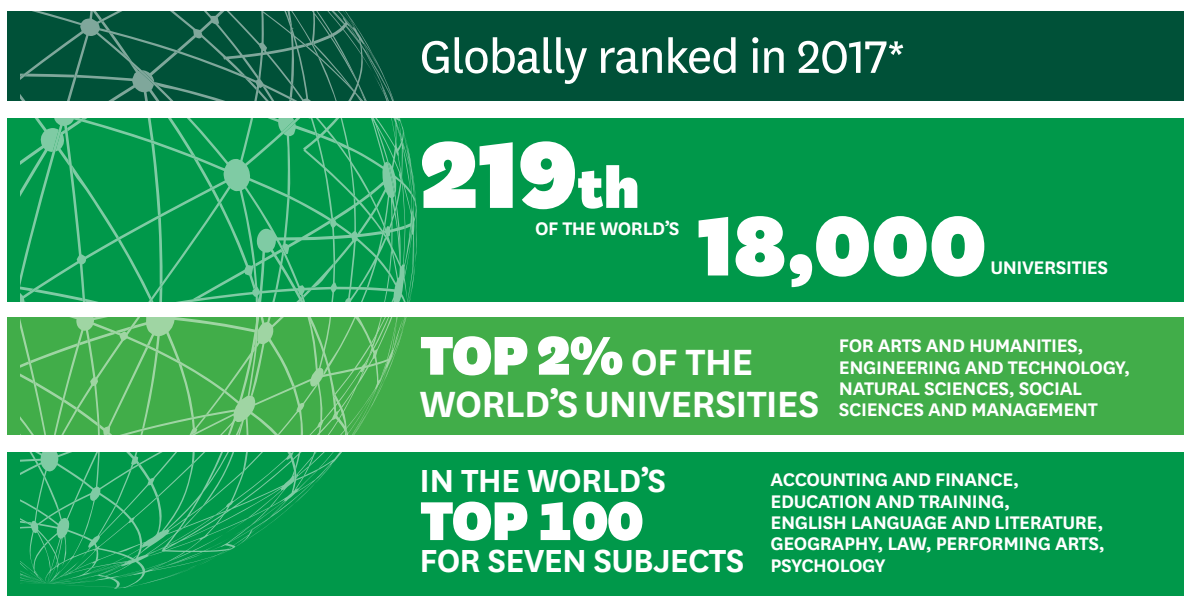
We also saw great progress in the way the city embraces our students with things such as discounts on public transport and a commitment to improving accommodation for students by local authorities.

Any final words?

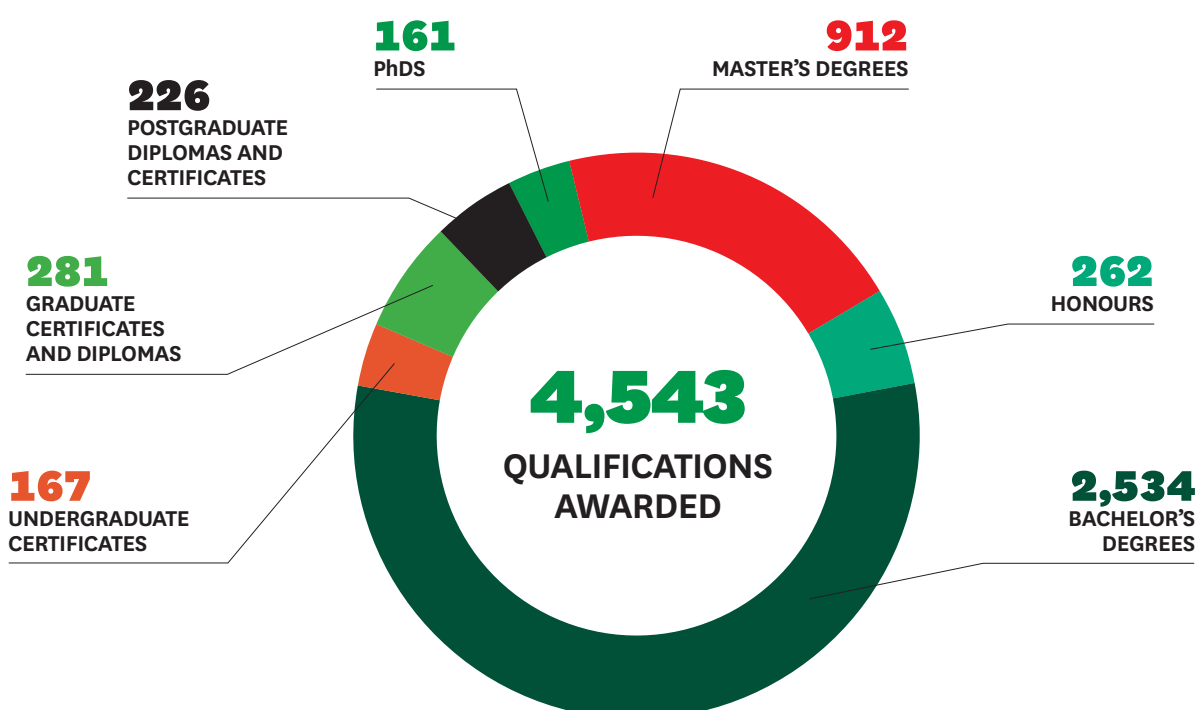
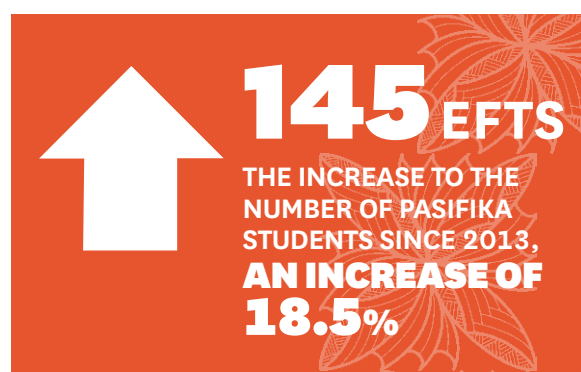
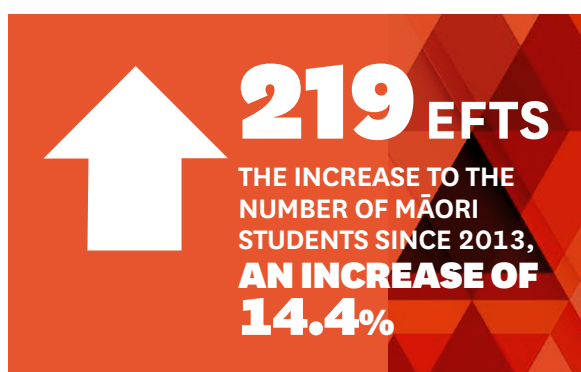
It was an incredibly busy year and we will be surrounded by even more opportunity in 2018. This is testament to the quality of our staff. Because we are a purpose-led, values-based organisation, people put their heart and soul into their work and that is what we have seen in 2017. I want to thank staff, students, Council members, partners, stakeholders, alumni and donors for everything they have done for Victoria University of Wellington in 2017.

PROFESSOR GRANT GUILFORD
Vice-Chancellor

At a glance

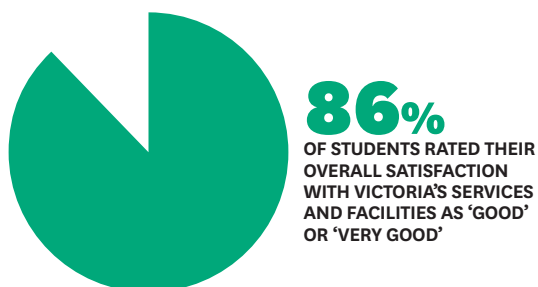


* QS World University Rankings 2017.



\$22.05m
INVESTED IN
SCHOLARSHIPS
BY VICTORIA

TOTAL REVENUE
\$448m
TOTAL EXPENDITURE
\$442m



2,021 BY ACADEMIC STAFF,
INCLUDING JOURNAL
ARTICLES, CHAPTERS,
BOOKS AND
SCHOLARLY EDITIONS*

* Data calculated from Victoria University's publications database, retrieved February 2018.

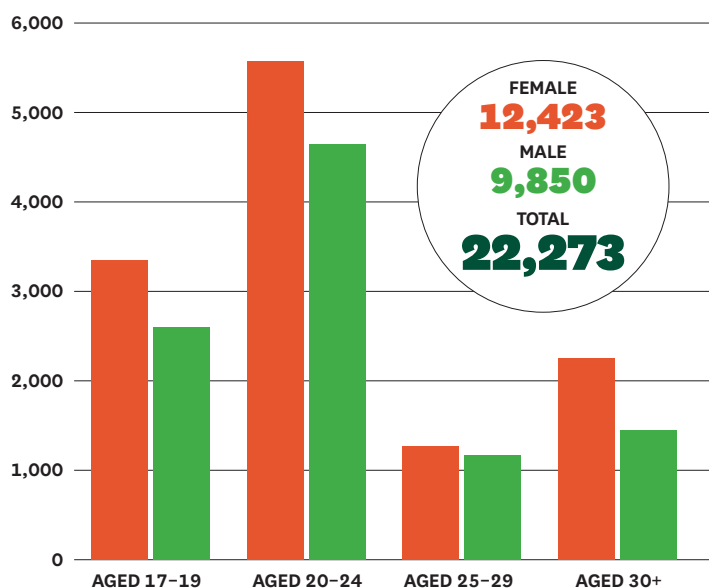
Equivalent
full-time students

15,682 GOVERNMENT
FUNDED

1,776 FULL FEE



Student distribution¹

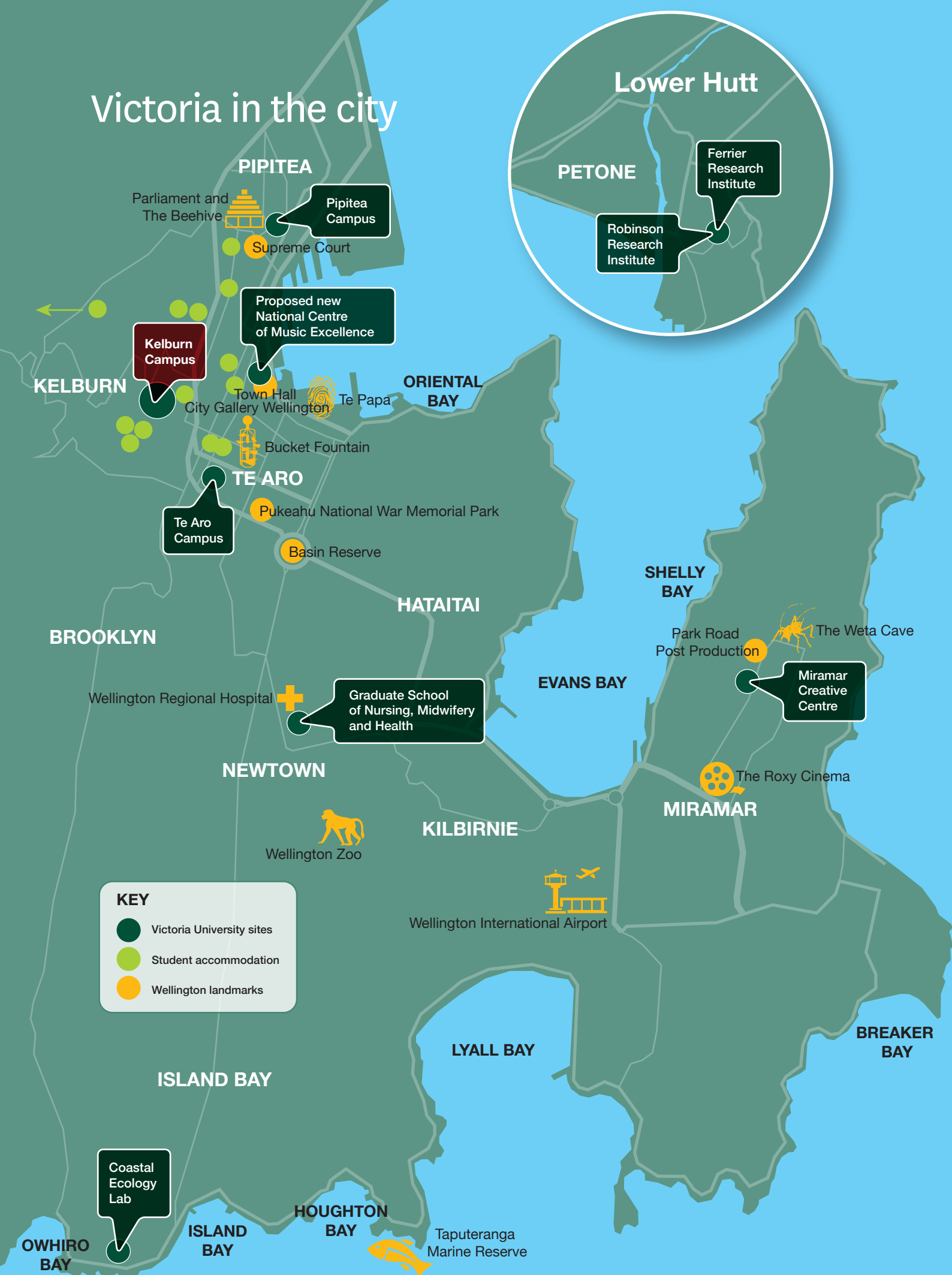


2,263
STAFF
(FULL-TIME
EQUIVALENT)

1,062
TEACHING AND
RESEARCH STAFF

¹ Student distribution by headcount.

Victoria in the city



Year in review

Cultivating creative capital in the creative capital of New Zealand

Wellington is increasingly becoming Victoria's campus. The University's presence in the city is centred on our three main campuses—Kelburn, Pipitea and Te Aro—and the corridors in between, and also includes specialist facilities such as the Coastal Ecology Lab in Island Bay, the Graduate School of Nursing, Midwifery and Health in Newtown and the Ferrier Research Institute in the Hutt Valley. There was expansion in 2017 with the opening of the Miramar Creative Centre in the heart of Wellington's film industry, where our students learn the finer arts of filmmaking, animation and game design.

Planning progressed for a world-class creative quarter in Wellington's Civic Square, where Victoria's New Zealand School of Music would be co-located with the New Zealand Symphony Orchestra, creating a national centre of excellence for musical performance, education, culture and the arts.

Our major redevelopment of Victoria's business school Rutherford House—located at the centre of Wellington's legal, government and business district—was completed, enhancing the University's ability to operate at the interface of business, innovation and public policy.

High-performing faculties

There was strong performance in a number of faculties, including the Faculty of Humanities and Social Sciences, which now offers New Zealand's most popular Bachelor of Arts degree, with the highest market share for domestic student enrolment of all universities.

The Faculty of Engineering, a leading centre for high-tech and software engineering, continued to grow, with student numbers increasing by nearly 11 percent in 2017.

Championing engagement

Victoria continued to fulfil its role as a global-civic university with staff engaging in an extensive array of relationships with businesses, organisations and communities.

The University hosted hundreds of public lectures during the year, including seven in the popular Spotlight series, one in the newly established Provost Lecture Series and 11 inaugural lectures by Victoria's new professors.

Through Victoria's partnership with news website *Newsroom*, many staff provided media commentary and analysis on topical issues, while others had their research and commentary published on *The Conversation*, an independent Australian-based media outlet that uses content sourced from the academic and research community.

Other examples of engagement during 2017 include the Adam Art Gallery holding nearly 50 public events, including seven exhibitions that attracted over 8,750 visitors, and New Zealand School of Music students performing in more than 60 public concerts.

International perspective

Strengthening and deepening Victoria's network of international links was a focus during the year. Staff from capital city universities around the world met in Wellington, through the Victoria-led Capital City Universities initiative, to engage in issues of global significance such as the impact of the election of United States President, Donald Trump.

Another milestone was the development of programmes and initiatives for two new Centres of Asia-Pacific Excellence (CAPEs), the Latin America CAPE and the Southeast Asia CAPE, which are hosted by Victoria.

The CAPEs have a mandate to better equip New Zealanders to do business with the Asia-Pacific region and to better prepare young New Zealanders to engage with these regions.

A new pre-degree programme designed to prepare international students for entry to Victoria was launched in 2017. The programme is delivered by leading pathway provider ACG on a campus adjacent to Victoria's Pipitea campus, giving students access to our support services and allowing them to feel part of the university community.

Master of Design Technology
programme director Raqi Syed
at Miramar Creative Centre.



Highlights from our distinctive strengths

Victoria's eight themes reflecting areas of academic distinction saw the advancement of various multidisciplinary research projects, revamped webpages, a series of public events and burgeoning working connections with organisations in their fields.

Advancing better government

In August, the theme hosted Democracy Week, which brought together internationally recognised experts, politicians, political commentators and young leaders from New Zealand and around the world to discuss and debate issues facing democracy today. The event included sessions on populism, women's political representation and whether New Zealand should adopt a written constitution, as well as a lively Wellington Central Candidates' Debate in the Hub.

Cultivating creative capital

Students showcased Victoria's heritage of imagination and innovation through researching and writing stories about the history of creative practice, people and places at Victoria. The stories are accessible to the public on STQRY, a mobile phone app featuring a global story-telling platform. Work began on producing a related book on Victoria's creative history for publication.

Enabling our Asia-Pacific trading nation

In partnership with Asia Forum, the New Zealand Pacific Economic Cooperation Council and Victoria Business School, the theme co-hosted the 50th anniversary of the Association of Southeast Asian Nations (Asean) in November. The Celebrating Asean event was well attended by the export community, diplomatic representatives and leading academics.

Enhancing the resilience and sustainability of our national heritage and capital

The theme supported nine projects across disciplines that blended research and engagement. They included an internationally attended symposium on the importance of language and culture in sustainability, a national analysis of climate change adaptation by regional councils and a workshop with community leaders and local government exploring common goals and actions for biodiverse cities.

Enriching national culture

The theme's Butcher Shop Series of lively public discussions explored how meat, wine, dairy and wool

influence our social, cultural and economic lives.

Discussions featured experts from the University and beyond, ranging from award-winning essayist Ashleigh Young to Roy Meares, creator of the 1980s/90s Anchor family advertisements. They were later broadcast on RNZ National and the videos made available online.

Improving health and wellbeing of our communities

More than a year of planning culminated in the establishment of a Faculty of Health, which brings together existing health and wellbeing teaching and research from across the University, and will host innovative new programmes and research collaborations. The theme also hosted four Out of the Box seminars in which academic staff discussed common health subjects such as place and balance from economic, geographic, immunological, linguistic and musical perspectives.

Spearheading digital futures

In March, over 300 educators, technology industry professionals and young people attended Te Papa Talks: Virtual Realities. The three-day event was a collaboration between the Spearheading digital futures theme and Te Papa, and included interactive sessions and workshops run by a diverse range of speakers across augmented, virtual and mixed realities.



Attendees of Te Papa Talks try out a virtual reality headset.
PHOTO: SKY LO

Stimulating a design-led, high value manufacturing region

The strengths of the theme's multidisciplinary approach were well illustrated when Victoria received a share of US\$10.8 million in research funding for a project to build a smaller and more mobile MRI system to support neurological research. Staff at Victoria's Robinson Research Institute, who have world-leading expertise in developing MRI magnets using high temperature superconductors, worked with colleagues in Victoria's Industrial Design programme to design aspects of the new brain imaging MRI system.

Research

Rewriting geological history

Very little is known about Zealandia—the world’s seventh and newest continent—of which 94 percent lies deep below the ocean. During 2017, Victoria’s Professor Rupert Sutherland joined 31 other scientists from 12 countries to be co-chief of the International Ocean Discovery Program Expedition 371 that explored the submerged continent.

He spent nine weeks at sea with the Program in an expedition that was the culmination of four earlier voyages. The research team drilled deep into the continental crust at sea and discovered Zealandia’s geography had changed more dramatically and more recently than thought. Previously it appeared that Zealandia separated from Australia and Antarctica about 80 million years ago then subsided under water. However, fossils and volcanic rocks show that northern Zealandia was radically affected by the formation of the Pacific Ring of Fire between 50 and 30 million years ago.

Investigating iwi organisation voting

Dr Maria Bargh from Te Kawa a Māui/School of Māori Studies was granted almost \$100,000 in June to continue her research on iwi organisation voting. The Ministry of Business, Innovation and Employment funding will go towards her research with Te Rūnanga o Ngāti Awa to build knowledge on the current voter trends in the iwi.

Dr Bargh’s research includes delineating whether people are voting online or by post, and better understanding the demographics of those engaged with the iwi and how they vote. The findings will be used to compare the trends and practices of the eastern Bay of Plenty tribe with other iwi, and ultimately build knowledge and capacity within Te Rūnanga o Ngāti Awa.

Initial research behind new drug treatment

In April, Japan’s Ministry of Health, Labour and Welfare approved an anti-lymphoma drug, Mundesine®, which was developed following initial research by two Victoria

chemists. Professors Peter Tyler and Richard Furneaux at the University’s Ferrier Research Institute first synthesised the active ingredient of the new drug in 1997 following its conception by long-time collaborator Professor Vern Schramm from the United States. The drug’s release on the Japanese market offers a new way to treat patients with a type of lymphoma that accounts for 10–15 percent of all cases of non-Hodgkin lymphomas. The drug was licensed under an exclusive licence with the University’s commercialisation arm Viclink and the Albert Einstein College of Medicine in the United States.

Mundesine® is only the second pharmaceutical drug created in a New Zealand laboratory that has made it to the international market and the first since the 1980s.

Ground-breaking study into workplace whistleblowing

Throughout the year, Associate Professor Michael Macaulay continued working on the three-year, trans-Tasman research project into employee-reported wrongdoing. A milestone was reached in July when the results of a survey, which involved 65 New Zealand public sector and many more Australian organisations, were released. The survey ranked the strength of whistleblowing practices, providing the first benchmarks for organisations in both countries to assess strengths and weaknesses of their whistleblowing practices.

The project team also ran the Workplace Experiences and Relationships Questionnaire from July to November. Employers from 44 public, private and not-for-profit organisations in both countries completed the questionnaire, providing invaluable information at an organisational level on current whistleblowing processes, problems and innovative solutions.

In December, smaller projects were identified that will feed into the project’s overarching aim to provide clear, best practice guidelines for organisations and act as a source for potential law reform.



Professors
Peter Tyler and
Richard Furneaux.

Awards and honours



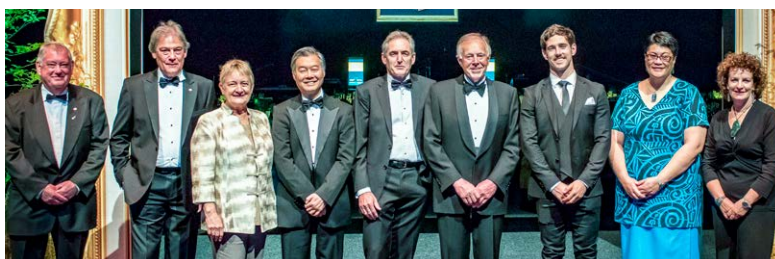
Victoria University Press (VUP) won major prizes in fiction, poetry and non-fiction at the 2017 Ockham New Zealand Book Awards. VUP editor Ashleigh Young (pictured) was one of VUP's five winners, with *Can You Tolerate This?* winning the Royal Society Te Apārangi Award for General Non-fiction. PHOTO: RUSSELL KLEYN



Master of Science student Josh Brian and Science Honours student Nat Walker-Hale each won a Woolf Fisher Trust scholarship, valued at around \$300,000, to undertake a PhD at the University of Cambridge in the United Kingdom.



The Governor-General Her Excellency The Right Honourable Dame Patsy Reddy received an Honorary Doctorate at Victoria's December graduation. Leading Māori thinker and commentator Moana Jackson and writer and artist Gregory O'Brien also received Honorary Doctorates.



Recipients of Victoria's Distinguished Alumni Award: Chris Moller, David Howman, Professor Marilyn Waring, Danny Chan, Liam Malone, Judge Ida Malosi and Stephanie McIntyre, with Vice-Chancellor Professor Grant Guilford and Chancellor Sir Neville Jordan (centre).



Dr James McKinnon received a 2017 national Tertiary Teaching Excellence Award from Ako Aotearoa, recognising his commitment to innovative and holistic teaching.



Master's student Chelcia Gomeze from the Solomon Islands received the New Zealand Pacific Top Scholar Award in March for her leadership skills, academic achievements and contribution to Victoria.



Professor Colin Wilson received the 2017 Rutherford Medal at the Royal Society Te Apārangi New Zealand Research Honours for research into understanding supervolcanoes and their hazards.



Professor Rawinia Higgins won the Te Waiti Award for te reo and tikanga at the 2017 Matariki Awards.



Vini Olsen-Reeder was the first Victoria student to graduate with a PhD written in te reo Māori.



Professor Tony Angelo was appointed Queen's Counsel and celebrated 50 years' teaching Law at Victoria.



Professor Richard Furneaux received the BNZ Supreme Award in the 2017 KiwiNet Research Commercialisation Awards.

Learning and teaching

Learning and Teaching Strategy

The Learning and Teaching Strategy/Te Rautaki Maruako 2017–2021 provides direction and guidance for the entire university and signals Victoria's commitment to working in partnership with students to create and maintain an effective, inclusive learning and teaching environment.

The Strategy's six values, which are drawn from Victoria's Strategic Plan, should inform all learning and teaching decisions at Victoria: rangatiratanga (leadership); manaakitanga (the generous fostering of knowledge); kaitiakitanga (responsibility for, and guardianship of, knowledge); whai mātauranga (intellectual curiosity); whanaungatanga (collaboration and collectiveness); and akoranga (collective responsibility for learning).

The Strategy also includes an Implementation Plan for the next five years to set out the activities that will be established and monitored to meet its overarching goals.

Online outreach

In April, Victoria launched its first massive open online course (MOOC) through the edX platform, becoming the first New Zealand university to partner with this prestigious online course provider founded by American universities Harvard and MIT.

The first MOOC was a six-week virtual field trip to Antarctica to look at the geology and delve into the continent's human history. More than 6,100 people from 128 countries enrolled in the Antarctica MOOC, which was filmed on location by Victoria's award-winning senior lecturer Associate Professor Rebecca Priestley and Antarctic veteran Dr Cliff Atkins.

The second MOOC, New Zealand Landscape as Culture: Islands (Ngā Motu), launched on the edX platform in November. Emeritus Professor Lydia Wevers and Head of Te Kawa a Māui/School of Māori Studies Dr Maria Bargh are instructors on the MOOC, which explores landscape through the lens of both Māori and Pākehā cultures.

Shared commercialisation endeavours

In October, the new Wellington-Changsha Innovation Technology Transfer Centre was launched to further develop new technologies and commit to a shared future of commercialisation endeavours.

The virtual centre is the result of a partnership between Viclink and Hunan Zhaotai Medical Group from Changsha, China, and aims to encourage Chinese investment in New Zealand technologies and provide opportunities for New Zealand to commercialise Chinese products for Western markets.

The Centre focuses on biotechnology and medical products that are mutually beneficial to both countries.

Following the launch, Viclink helped facilitate the development of an interactive physiotherapy gaming system for the Chinese medical rehabilitation market, and began developing advanced manufacturing technologies with two companies in Changsha.

Changsha researchers advanced the commercialisation of two products into New Zealand through the Centre.

Faculty of Health

The Faculty of Health—Te Wāhanga Tātai Hauora was launched in January to deliver innovation in health teaching and research.

The Faculty incorporates Victoria's new School of Health, which offers a Bachelor's degree in five majors, including Health Promotion, Health Informatics and Health Software Development. The Faculty also encompasses the existing Graduate School of Nursing, Midwifery and Health, and the Health Services Research Centre, both of which previously sat under other faculties.

Much work was undertaken throughout the year in recruiting academic and professional staff, establishing committees, curriculum development and marketing. In September, staff from the Centre for Women's Health Research Te Tātai Hauora o Hine, formerly based at the University of Otago, transferred to Victoria and the Faculty.



Filming on location for the Antarctica MOOC.

Student experience

New age of science

Practical completion was achieved for Te Toki a Rata in December 2017, with the fitout to be completed in 2018. This added 12,000m² of new generation science teaching, research and laboratory facilities to the Kelburn campus. The four-storey, low-energy building encompasses innovative pedagogical designs and research spaces equipped for teaching in a digital age, while also fostering enhanced collaboration in the classroom. The building's cutting-edge design will enable the University to work towards achieving its goal of becoming New Zealand's pre-eminent institution for biological science study and research. The building is designed so that spaces can be adapted and reconfigured to suit the future changing needs of the research facility.

Rutherford House redevelopment

After two years of redevelopment, Rutherford House was officially opened by the then Prime Minister, The Right Hon. Bill English, in March. The \$38 million refurbishment of Victoria Business School saw the construction of a six-floor annexe—including a new Commerce Library—plus redeveloped ground and mezzanine floors, which house social areas, student services, a café and enlarged bookshop, and postgraduate study and teaching spaces on the lower levels. The redevelopment has been designed to emulate the award-winning Hub at Kelburn and creates modern facilities that enhance the student experience, along with adaptable space to accommodate the University's growth.

Students have their say

The results from Victoria's annual student survey help inform decision-making and improve initiatives across the University.

Highlights from the 2017 survey include:

- Services and facilities rated positively by the majority of students, with 86 percent rating their overall satisfaction with Victoria's services and facilities for student life as good or very good.
- The performance of the majority of specialist services rated positively by four in every five students who used them.
- Four-fifths of students strongly agreed or agreed that Victoria provides a safe and vibrant environment.
- Ninety percent of students rated the Library as good or very good, which was the highest performance rating of all student life services and facilities.

Pre-degree pathway for international students

Throughout the year, 110 full-time equivalent international students enrolled in the new Victoria Foundation Studies Programme, a pre-degree programme designed to prepare international students for entry to Victoria.

The new programme is delivered by New Zealand's leading pathway provider, ACG, and includes a range of options to suit each student's academic background and level of English.

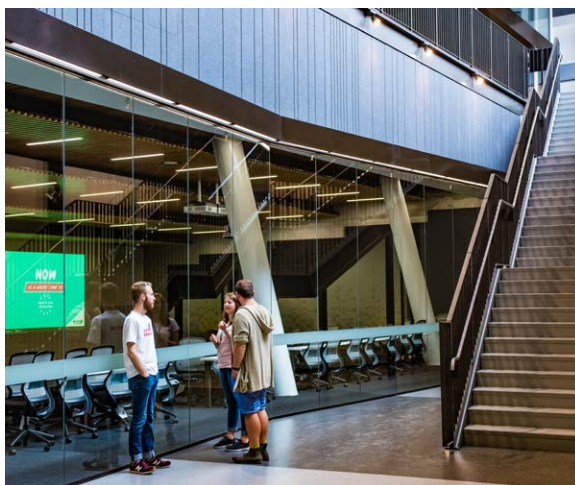
During the programme, students learnt the English language, academic knowledge and learning skills needed to undertake an undergraduate degree at Victoria. Fifty-six students graduated from the programme in 2017 and received offers to study at Victoria at undergraduate level.

The ACG Pathways campus is adjacent to the Pipitea campus, allowing students to feel part of the university community and have easy access to support services such as libraries, health services and the recreation centre.

Racing ahead

Victoria University of Wellington Athletics Club continued to show signs of a resurgence in 2017 with increased numbers representing Victoria in local and national events. In September, the Club's top men's team placed sixth in the senior men's B-grade race at the New Zealand Road Relay Championships, beating their 2016 time for the 62.5km seven-person relay by 15 minutes. The Club's mixed social team placed sixth out of 20 teams in the social grade. It was the first time in decades the University had entered two teams in the national competition.

Other highlights for 2017 included establishing the Vic Uni Run Club for social runners and hosting the University Relay in Paekākāriki, which attracted over 500 people ranging from serious runners to young children.



The new science teaching and research building, Te Toki a Rata.

Māori at Victoria

Māori and Pasifika student interventions review

In April, a governance group and review panel was established to identify organisational investment and efforts across the University to boost enrolment of and ways to progress Māori and Pasifika students. The Senior Leadership Team (SLT) earlier acknowledged there may be targeted Māori and Pasifika student success strategies in place that were not cohesively delivered, disconnected from each other and had unrealised potential.

The review, chaired by Provost Professor Wendy Lavner and Deputy Vice-Chancellor (Māori) Rawinia Higgins, identified 60 examples of Māori- and Pasifika-focused academic and pastoral support, outreach and recruitment work, facilities and scholarships.

The results of the four-month review were delivered to SLT in December and outcomes of the review were scheduled to be implemented in 2018.

Reconfirming commitment

More than 100 representatives from iwi and other Māori organisations gathered at the University's Te Herenga Waka Marae in December to sign relationship agreements to work with Victoria.

The partnerships also reconfirmed the commitment of the University to match its Māori partners dollar-for-dollar in providing scholarships to support and encourage study and research opportunities for Māori students.

In 2017, more than 150 Māori students received scholarships funded through this partnership, worth more than \$500,000.

During the day-long event, the top Māori undergraduate students from each faculty were awarded a Te Tini a Rehua award. As the event organisers, the Office of the Deputy Vice-Chancellor (Māori) also hosted a mini research expo to showcase some of Victoria's research expertise and introduce those researchers to their Māori partners.



Vice-Chancellor Professor Grant Guilford with Te Rūnanga o Te Rarawa chairperson Haami Piripi.

Building Library capacity

George Konia was appointed the new kaiārahi rautaki/Library strategic development advisor—Māori in October. The new part-time role is based at the Kelburn Library to develop and advise on a plan that shows how the Library will actively contribute and support the University's Māori-related strategic directions and initiatives. The kaiārahi rautaki also develops and supports implementing a strategy to build capability across the Library and mātauranga Māori.

Embedding mātauranga Māori

Associate Professor Meegan Hall was appointed to the new position of Assistant Vice-Chancellor (Mātauranga Māori) in May. Based in the Office of the Deputy Vice-Chancellor (Māori), the role supports the Māori Strategic Outcomes Framework/Mai i te Iho ki te Pae, and provides additional Māori leadership to help realise the University's goal to embed mātauranga Māori in learning, teaching and research activities.

She also supported Māori research, particularly the integration of mātauranga Māori within research projects. Working with the Research Development Office, she provided advice for numerous research grant applications and projects, and supported the newly appointed Research Development Advisor (Māori). She also hosted workshops and training sessions to help academics prepare evidence portfolios for the Tertiary Education Commission's Performance-Based Research Fund Māori Knowledge and Development panel.

Tuhono i te Ao—Connecting Worlds

Over 1,800 secondary school students were visited by members of Victoria's Te Rōpū Āwhina whānau in 2017, as part of a programme to inspire, motivate and encourage rangatahi (youth) to engage with science, technology, engineering, mathematics (STEM), architecture and design. Twenty-five Āwhina student mentors were involved in the programme, Tuhono i te Ao—Connecting Worlds, which was delivered to secondary schools in Whanganui, Hastings, Kawerau and Rotorua.

Te Rōpū Āwhina, made up of Māori and Pasifika students studying science, engineering, architecture and design, and University staff created STEM activities that integrated Māori and Pasifika culture and knowledge with the sciences. The hands-on learning activities demonstrated how the partnering of Pasifika and Māori traditional knowledge with Western science can be enhanced. All participants, including secondary school teachers and whānau, were given access to Āwhina's online resource hub, which provides STEM learning and teaching resources to allow for continued learning after the wānanga.

Pasifika at Victoria

Pre-study support for first-year students

Sixty-eight new Pasifika students attended the inaugural Pasifika first-year students' preparatory academic camp to get a taste of university life prior to starting their study. During the three-day camp, students attended mock tutorials and workshops, stayed in a Victoria hall of residence and took part in activities to help build academic skills and create social connections.

Organised by the Office of the Assistant Vice-Chancellor (Pasifika), the free camp took a holistic approach, aiming to equip the new students with knowledge, skills and connections to support their academic, cultural and wellbeing needs. Thirty-nine parents or family members of the students attended tailored sessions where they learnt how to work with the University to support the students' journeys.

Meeting future students

Assistant Vice-Chancellor (Pasifika) Hon. Luamanuvao Winnie Laban facilitated a Victoria University presence at the WaiPESI careers evening held for intermediate and college students and their families in Wainuiomata. Staff from the Office helped organise and promote the event, while Victoria's Student Recruitment and Orientation ran a career pathway stall where students and their family members could learn about Victoria courses, enrolment and student support services.

Pasifika research funding success

Two Pasifika researchers at Victoria received significant grants from the Health Research Council (HRC) in 2017. Dr Helen Woolner, who graduated with a PhD in Chemistry in December, was awarded \$345,156 over three years through the HRC's Pacific Health Research Postdoctoral Fellowship. Dr Woolner's research will investigate the chemical and biological properties of plants found in the Pacific that are traditionally used for medicinal purposes.

Dr Dianne Sika-Paotonu from the Faculty of Health received \$249,391 through the HRC's Pacific Emerging Researcher First Grant, and a further \$5,000 through a Pacific Knowledge Translation Grant.

Dr Sika-Paotonu is the lead researcher on a collaborative project that will investigate how the penicillin used to treat rheumatic fever affects different demographics, particularly those most at risk from the condition.

Sporting success

Victoria's Pasifika community was well represented at the University's annual Blues sports awards. First-year marine biology student Tilali Scanlon won Sportsperson of the Year, Pasifika Sportsperson of the Year and a Blues Award to recognise her international achievements in swimming. Tilali has represented her home country American Samoa at international meets since the age of 11 and is hoping to compete at the 2020 Olympic Games. Samoan students Joanah Ngan-Woo, Emilina Motu and Monica Tagoai also received Blues Awards for their successes in rugby, basketball and rugby sevens respectively.



Learning study skills at the first preparatory academic camp for new Pasifika students.

Sustainability

Adopting sustainability goals

In June, Victoria became the first New Zealand university to sign the University Commitment to the Sustainable Development Goals—an Australasian initiative to showcase the leadership role universities can play in achieving the United Nations' Sustainable Development Goals (SDGs). As part of the initiative, Assistant Vice-Chancellor (Sustainability) Associate Professor Marjan van den Belt assisted in publishing a guide for universities wanting to implement the SDGs. The guide was launched in August and provides resources to enable universities to contribute to the SDGs through learning and teaching, research, leadership, organisational governance, culture and operations.

Bright idea

In November, Victoria began the first phase of its initiative to replace 4,500 light fittings, incandescent bulbs and fluorescent tubes with longer-lasting, more energy-efficient LED bulbs. Lighting is the University's third greatest energy demand, and each bulb or tube has to be manually replaced, with fluorescent tubes replaced on average every 18 months. An audit of lighting was conducted, followed by an assessment of locations on campus where the greatest gains could be made. Through a Crown loan from the Energy Efficiency and Conservation Authority, contractors were engaged to supply and install the new fittings. The initiative is expected to save 682,000 kWh and reduce CO₂ emissions by 94 tonnes every year. It will also reduce waste, create cost savings and cut down the time spent every year on replacing old bulbs by 831 hours.

Creating conscious consumers

The Sustainability Office launched an initiative in 2017 with sustainability accreditation company Conscious Consumers to encourage on-campus retailers to improve the sustainability of their business operations. Prior to the initiative, three of the 12 independent retailers on the Kelburn and Pipitea campuses were Conscious Consumers members where they gain accreditation for up to 19 sustainable practices endorsed by the company. The retailers can then receive information about the ethical and sustainable values of their customers who are also members. The Sustainability Office organised a presentation by Conscious Consumers for retailers in November, and funded the company to run two workshops on campus. The first workshop in December focused on waste minimisation and was attended by eight retailers.

Green Gown finalist

Victoria's year-long effort to reduce energy use in the Hub and Rankine Brown buildings was recognised in the prestigious 2017 Green Gown Awards for sustainability, held in September. Victoria was a finalist in the Built

Environment category after refining the two buildings' mechanical systems and reducing energy use by 26 percent. Changes included tweaking time schedules, fixing faulty sensors and better controlling airways. The buildings were low-energy designs when they first opened in 2013, but the fine-tuning has helped realise the design's energy efficiency potential. Following this success, the project team began working to ensure other campus development projects go through the same optimisation processes.



VUWSA's Anya Maule volunteering at the student community garden.

Student community garden

The Sustainability Office supported a Victoria University of Wellington Students' Association (VUWSA) initiative to create the Kelburn Student Community Garden on the Student Union building rooftop. The Office connected VUWSA to staff and external stakeholders to help get the initiative off the ground and made a financial contribution towards the sign and storage shed. Architecture and Design students' group STUDIO designed the garden's layout to optimise the popular lunchtime spot for socialising and gardening.

Spearheaded by VUWSA Welfare Vice President Anya Maule, the garden was opened to coincide with Mental Health Awareness Week in October. The launch included a workshop on gardening, with an open invitation for people to help with gardening and harvesting. The garden contains over 20 vegetable planters and includes a variety of vegetables and herbs, which were cared for by student volunteers over the summer months.

People and programmes

Miramar Creative Centre

In 2017, Victoria introduced two specialty Master's degrees at its new state-of-the-art Miramar Creative Centre: the Master of Design Technology and the Music and Film programmes within the Master of Fine Arts (Creative Practice). Both intensive programmes allowed students to hone their craft in filmmaking, game design, multimedia design, visual effects or exhibition design alongside world-leading practitioners in the heart of Wellington's creative industries. The Centre builds on, and strengthens, the University's collaborations with industry partners at Weta Workshop, Weta Digital, Park Road Post Production and Miramar Creative Ltd.

Research across horizons

In March, the Minister for Tertiary Education announced Victoria was successful in its bid to host the Centre of Asia-Pacific Excellence (CAPE) for South East Asia and the CAPE for Latin America. Each CAPE works with other New Zealand universities through a consortium approach to initiatives.

The third CAPE, focused on North Asia and led by the University of Auckland, will also involve Victoria and other universities. From July, Victoria began the groundwork for the CAPEs it hosts, setting up systems and processes, establishing a board and management committee and reaching out to key stakeholders and academics. Work also began developing programmes and initiatives to better equip New Zealanders to do business in the Asia-Pacific and engage with both regions.

New VBS Pro-Vice-Chancellor and Dean

In June, Professor Ian Williamson stepped in as Pro-Vice-Chancellor and Dean of Victoria Business School (VBS). He joined Victoria from Melbourne Business School, bringing with him 17 years' tertiary sector experience across teaching, research and management. Under his leadership, VBS made gains in realising future opportunities in the area of Asia-Pacific trade. For example, in August, the University signed a Memorandum of Understanding (MOU) with top-ranked Universitas Indonesia to co-deliver a new degree programme in e-Government and Public Administration. VBS furthered its role in supporting entrepreneurship in Wellington, and in November signed an MOU with innovation experts Creative HQ.

Pro-Vice-Chancellor and Dean of Commerce, Professor Ian Williamson.



Computational Media Innovation Centre

In September, the Government announced Victoria was one of the first three recipients of money from its \$35 million Entrepreneurial Universities fund.

The funding will help establish the Computational Media Innovation Centre based in Victoria's Faculty of Engineering, to conduct fundamental research in computational science in response to industry needs, and will be applied to new and existing digital media technologies. The Centre will also incubate potential start-ups and industry pipelines to strengthen New Zealand's computing and media ecosystem.

Virtual and augmented reality technologies expert Associate Professor Taehyun Rhee spearheaded the Centre's establishment and was appointed deputy director. Professor Ken Anjyo, a leading member of Japan's digital media industry, was appointed Centre director, and computer science and graphics pioneer Professor James Foley from the United States was appointed executive adviser.

New leader in learning and equity

Renowned for her expertise in academic policy and strategy, organisational psychology and human resource management, Professor Linda Trenberth was appointed Vice-Provost (Academic and Equity) in March.

During 2017, she provided strategic leadership and support for learning, teaching, student experience and equity matters. This included working with Human Resources to revise the University's Equity and Diversity Strategy, streamline academic committee structures and develop a framework for delivering micro-credentials.

Professor Trenberth also engaged with stakeholders on sector-wide issues, such as serving on the New Zealand Qualifications Authority Technical Working Group for micro-credentials.

US Chief Justice visits

One of the world's highest profile legal minds, the Honourable John G. Roberts, Jr., Chief Justice of the United States, visited Victoria's School of Law in July to teach an executive development course.

Over four days, he co-taught The United States Supreme Court in Historical Perspective with Harvard University's Professor Richard J. Lazarus. The course examined the changing roles and operations of the US Supreme Court, and was attended by members of the judiciary, public and private legal practitioners and academics. At Chief Justice Roberts' invitation, a group of Victoria Law students attended the final day of the course. He also engaged with the Pro-Vice-Chancellor and Dean of Law, Professor Mark Hickford, in a public conversation in front of an audience of around 300.

Community

Students' design comes to the city

The School of Architecture partnered with Wellington City Council in the second half of the year to run the Reimagine Tory Street competition. The competition invited third-year landscape architecture students to form teams and design a temporary installation to reinvigorate the quake-stricken lower Tory Street. Thirty-one students across 11 teams designed and tested their concepts and participated in engagement processes with the local and wider community. The projects were exhibited and the winning team's idea was decided by popular vote. The winning design reduced traffic and heightened pedestrian amenities and included dedicated spaces for events, a structural pavilion, platform seating and native plants. Seven students then worked with university staff and Council officers to further develop the design in preparation for installation.

International students engage with exporters

As part of the pilot International Markets Insights Programme, 15 international students from eight countries joined 12 local businesses that expressed interest in exporting their products to the students' home countries. From July to September, the students spent 15 hours a fortnight working at their businesses' headquarters, providing cultural insights into their home markets. Businesses reported finding the students' cultural insights, local knowledge, language skills and research abilities invaluable. Students said they greatly appreciated gaining first-hand business experience in a New Zealand context. Wellington international business experts joined Victoria to present six workshops to students and the businesses.

Karori contribution

The education sector and the community were early beneficiaries of the University's divestment of its Karori campus. Seven secondary school students from disadvantaged communities received an inaugural Ngā Hoe a Kupe Pathfinder Scholarship, each worth \$7,000 a year for three years, to study at Victoria in 2018. The scholarships were funded from the interest received on the initial \$3.5 million of funds from divestment. Funds from the sale of the main Karori campus to Ryman Healthcare will be used for strengthening the University's buildings and providing modern facilities for the Faculty of Education.

Throughout the second part of the year, equipment from the Karori campus was redistributed to education facilities in the North Island. Staff contacted schools, accessed and prepared the equipment for use, which was then donated to 40 schools, play centres, community groups and organisations. Equipment included stools, chairs, tables, pianos, shelving, screens, phones, printers, books and teaching stations.

Rugby success

Victoria's Old Boys-University (OBU) Premier rugby team won all trophies in Wellington's Premier Division for 2017. They won the Swindale Shield and Andy Leslie Trophy for topping the table in round robin competitions, the Jubilee Cup as overall winners and the Bill Brien Challenge Cup. The OBU Women's team, the Impalas, reached the finals for the first time in eight years and the Premier Reserve and Under-21 sides also reached their respective finals. The University established two OBU rugby scholarships for school leavers, one of which is for Pasifika students, valued at \$15,000 a year over three years.

Creating meaningful employment opportunities

Victoria students and recent graduates with disabilities were the first in the country to receive specialist on-campus help from employment service provider Workbridge. The University and Workbridge began a partnership in May to help current and former students with disabilities succeed in the workforce. It was the first time Workbridge had partnered with a tertiary education provider. Workbridge also held two on-campus workshops. The first focused on working in the public sector and the second discussed issues around disclosing disabilities to employers.

Students and graduates with disabilities were also invited to engage with a Workbridge consultant at the University, for intensive specialist advice and support to prepare for, find and retain graduate work. Twenty-five students took up this free service, and a second consultant was brought in to meet the demand. Workbridge also identified job vacancies appropriate for current and former students with disabilities, which were advertised on the University's job-seeking resource CareerHub.



Master's student Cindy Sun from China shares cultural knowledge with Jonny McKenzie, chief executive of Wellington firm posBoss.

Statement of service performance 2017

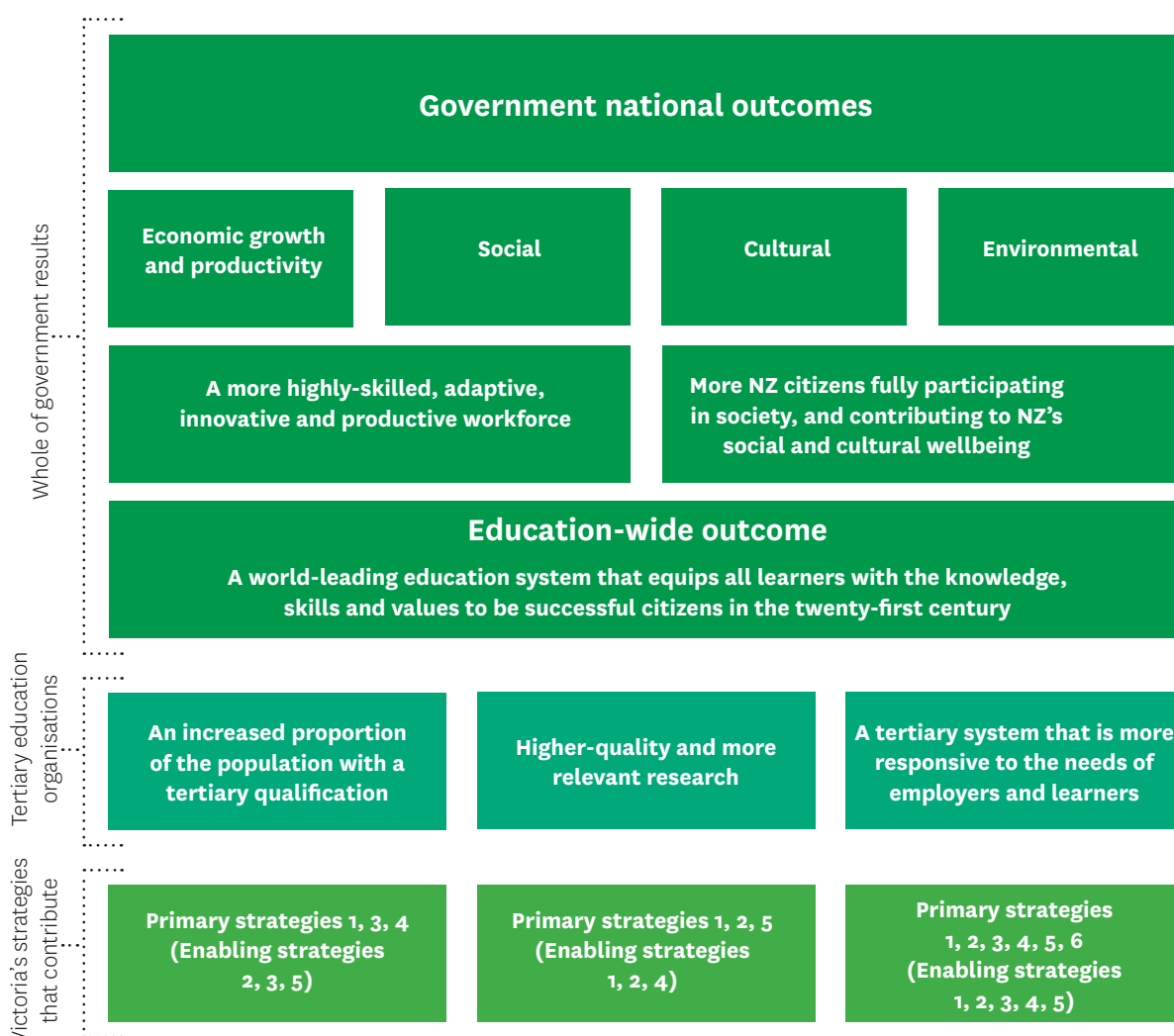
For the year ended 31 December 2017

Victoria's Strategic Plan is designed to guide the University towards its vision of becoming one of the world's great global-civic universities.

The outcomes in this Statement of Service Performance illustrate the progress made during 2017 towards achieving our vision.

Our outcomes and performance framework shows how our primary and enabling strategies align with, and respond to, what is expected of tertiary education organisations and the education-wide outcomes of a world-leading education system that equips learners with knowledge, skills and values to be successful citizens in the twenty-first century.

Outcomes and performance framework



The statement of service performance is organised around our own strategies and how they contribute to the Government's outcomes for New Zealand. These focus on a more highly skilled, adaptive, innovative and productive workforce and more citizens fully participating in society and contributing to New Zealand's social and cultural wellbeing.

Primary strategies

1 – Adopt a distinctive academic emphasis

	2017 ACTUAL	2017 TARGET
Establish the eight distinctive academic emphasis themes	Achieved	Objectives and milestones set by each of the themes' steering groups are achieved

The theme leads continue to meet regularly in a forum chaired by the Provost, facilitating the sharing of good practice across the themes and fostering cross-theme activity. During 2017, arrangements were made to more fully embed the themes in core university activities and regular operations. This included regularising the roles of theme leads and steering group members, and confirming research, communications and marketing and development office support. Progress of the themes continues to be assessed through six-monthly reports that are presented to SLT.

All eight themes continue to sponsor multidisciplinary activities. Highlights from 2017 include a Democracy Week (from the Advancing Better Government theme), the establishment of the new Faculty of Health (Improving Health and Wellbeing in our Communities theme), development of bespoke MOOCs for the themes (successfully in hand for four of the themes), 'Out of the Box' research seminars (Improving Health and Wellbeing in our Communities theme) and 'The Butcher Shop' public seminars (Enriching National Culture theme), seed funding of multidisciplinary research projects across all eight themes, hosting of distinguished international speakers, the inaugural Creativity Scholarship awards (Cultivating Creative Capital theme), Virtual Reality and Big Data symposia (Spearheading Digital Futures theme) and Treaty of Waitangi Fellowships (Enriching National Culture theme).

2 – Enhance research quality, quantity and impact

	2017 ACTUAL	2017 TARGET	2016 ACTUAL	2015 ACTUAL
External research income (\$ million)	57.8	60.0	52.5	49.4
Citation impact (weighted) Web of science—Category-normalised citation impact	1.29	1.21	1.21	–
Citation impact (weighted) scopus—Field-weighted citation impact	1.33	1.3	1.3	–
Number of new invention disclosures	44	40	38	31

External Research Income (ERI), as part of Performance-Based Research Fund (PBRF) reporting requirements, was \$52.6m, a 9 percent increase from 2016 (\$48.4m). Continued strong success with Marsden and Ministry of Business, Innovation and Employment (MBIE) contestable funds contributed to a \$4.4m increase in contracted research revenue of \$35.1m (2016: \$30.7m) in the Research Trust of Victoria. VicLink ERI increased by an anticipated \$2.1m to \$7.0m. Other research revenue streams within the University were \$10.5m (2016: \$12.8m), including \$3.0m within the Foundation.

Sub-contracted research, which is excluded from the figures in the paragraph above, increased to \$5.2m in 2017 (2016: \$4.1m). This brings total ERI to \$57.8m.

The citation rates for both the Web of Science category-normalised citation impact and the Scopus field-weighted citation impact have exceeded the targets for 2017. These rates are based on a new methodology that was adopted in 2016 that uses a three-year rolling average for the period 2014–16.

3 – Provide a holistic learning, teaching and student experience that is second to none

	2017 PROVISIONAL ¹ %	2017 TARGET %	2016 PROVISIONAL %	2015 PROVISIONAL %
Course completion rate for all SAC-funded students	84.3	88.0	85.3	86.7
Course completion rate for students aged under 25	84.8	88.0	85.5	86.8
Course completion rate for Māori students	78.2	84.0	78.5	80.7
Course completion rate for Pasifika students	70.4	78.5	70.4	72.8
Course completion rate for commencing students	81.9	86.0	83.3	83.3
Student retention rate	86.6	87.5	86.5	86.2
	2017 ACTUAL	2017 TARGET	2016 ACTUAL	2015 ACTUAL
Proportion of courses evaluated that achieve scores of “good” or “greater than good” for the “overall effectiveness” indicator (%)	83.0	>76	83	75
Proportion of teachers evaluated who achieve scores of “good” or “greater than good” for the “overall effectiveness” indicator (%)	92.0	85.7	91	86
Proportion of graduates of the total who responded to the Graduate Destination Survey who were in employment (excluding those in further study or not seeking employment) (%)	95.1	94.5	93	92
Proportion of students rating services and facilities as “good” or “greater than good” in the Student Experience Improvement Survey (%)	86	>90	88	88
Number of students who achieved awards in extracurricular programmes				
Victoria Plus Programme	105	100	82	73
Victoria International Leadership Programme	90	100	82	77
Number of students on exchange (inbound)	259	260	248	271
Number of students on study abroad (outbound)	205	300	210	237

Course completion rates across all categories have dropped slightly in 2017, and fallen short of the aspirational target. However, as these are provisional results it is likely that they will increase when final data are available in April 2018.

A total of 873 courses were evaluated in 2017 with an increase in response rates noticed over 2016 when the evaluations were changed to an online system.

In 2017, the number of teachers evaluated using the methodology adopted in 2016 was 623. This method reflects the number of teachers evaluated rather than the number of evaluations completed.

4 – Secure the intellectual potential put at risk through experience of disadvantage

	2017 ACTUAL	2017 TARGET	2016 ACTUAL	2015 ACTUAL
Proportion of Māori students (%)	11.1	11.2	11.0	10.7
Proportion of Pasifika students (%)	5.9	6.1	5.9	5.8
Māori retention rate (%)	79.5	83.0	81.6	81.6
Pasifika retention rate (%)	79.7	81.0	81.6	80.5
Commencing Māori student EFTS	542	601	535	536
Commencing Pasifika student EFTS	226	313	283	277
Proportion of professors and associate professors who are female (%)	30.5	Increase over 2016 result	31.1	29.8
Proportion of academic staff who are Māori (%)	4.8	Increase over 2016 result	4.2	4.2
Proportion of academic staff who are Pasifika (%)	2.6	Increase over 2016 result	1.8	1.7

¹ Final results for certain TEC-defined indicators will not be available until later in 2018. Provisional results are provided, although targets are set on the basis of final results as required by the TEC. For comparative purposes, provisional rates are provided for previous years.

Despite our best efforts, the proportion and retention rates of Māori and Pasifika students have had mixed results. The number of students who have qualified for study at university level has slightly increased in the last few years. However, the Government's priority of more students achieving NCEA Level 2 has seen both Māori and Pasifika achievement improve and therefore there is a higher probability for these students to achieve the required NCEA Level 3 and university entrance qualifications needed in the future.

We undertook a review of Māori and Pasifika interventions across the University in 2017 to consider the efficiency and effectiveness of activities used to recruit, support and retain Māori and Pasifika before attending and after enrolment at Victoria. The review was completed and presented to senior management in December. The recommendations in the report were accepted and a plan is being developed to implement the recommendations in 2018.

5 – Deepen engagement with alumni, benefactors and communities

	2017 ACTUAL	2017 TARGET
Stakeholder advocacy score	In progress	>2016 score
Philanthropic campaign target achieved (\$ million)	\$65.2m	\$65m

Victoria is working with Colmar Brunton to deliver a survey to measure stakeholder advocacy rates. The survey, which asks alumni as well as stakeholders about their perception of, and engagement with, the University, will be available to respondents in March/April 2018 with results due later in 2018.

During 2017, consideration was given to an alternative method of representing results from the philanthropic campaign and it was agreed that a campaign 'counting' methodology that takes into account pledges made, cash received and gifts in kind more accurately reflected Victoria's philanthropic activity. The methodology used considers the time frame from 2011 through 2017. The target was adjusted to reflect that agreed methodology.

6 – Deepen Victoria University's intellectual influence in the Asia-Pacific region

	2017 ACTUAL	2017 TARGET
Evaluate the capital city universities network pilot to decide whether to proceed to implementation	In progress	Decision about proceeding is made
A holistic engagement approach to countries and issues relevant to the Asia-Pacific region is developed that addresses global challenges where Victoria can have an impact	In progress	Strategies are developed and plans implemented for Hong Kong, Viet Nam and China

During 2017, work related to the Capital City Universities Initiative saw a third symposium take place at Victoria around the theme of *Migration and populism in the twenty-first century*. The symposium brought together leading scholars from Australasia, Asia, Europe and the United States with our own experts. In conjunction with the symposium, other events were held including a panel discussion open to the public and a policy-academic roundtable with government officials. Included in the latter case were officials from MBIE, which hosted the roundtable, as well as officials from the Ministry of Education, Tertiary Education Commission, Office of Ethnic Communities, the Human Rights Commission, the international panel and Victoria staff. The discussion was focused on the effects of migration on domestic policy and politics.

The character and nature of the initiative is being further discussed with those who have been involved in activities over the past several years with a view to formalising developments for the future.

During 2017, a China Strategy was presented to and accepted by senior management. As part of the activities related to the Strategy, discussions with Xiamen University in China have progressed and included high-level visits of staff from Victoria to Xiamen as well as staff from Xiamen to Victoria. In particular, developments have seen progress toward a potential joint Master's programme and collaboration in the field of Architecture involving the main campus for Xiamen in China as well as its new international campus in Malaysia.

While a formal strategy for Viet Nam is yet to be finalised, during 2017 New Zealand's former ambassador to Viet Nam has been involved as a strategic advisor to the University to consider engagement strategies in Viet Nam which includes alumni development. These activities will continue in 2018.

Review of a separate strategy for Hong Kong will be undertaken in 2018 with consideration of incorporating this strategy in the broader China Strategy rather than as a stand-alone initiative.

Enabling strategies

1 – Double the community of world-class scholars choosing Victoria

	2017 RESULT	2017 TARGET	2016 RESULT	2015 RESULT
Number of annual Master's by Thesis completions	395	295	413	367
Number of annual PhD degree completions	132	150	193	172
Proportion of the University salary budget allocated for training and development (%)	2.8	2.6	2.8	2.8
Implement the Your Voice—Victoria Staff Survey work programme	Achieved	Action plans developed and progressed by the working groups for the five University priority areas identified	–	–

Research degree completions continue to be strong, particularly at Master's level.

In April 2017, the reports and recommendations submitted by the four university-level working groups related to the Your Voice—Victoria Staff Survey were presented to SLT. The areas to be further investigated and reported on from the initial 2015 survey were: diversity and wellness; non-financial rewards and recognition; cross-area cooperation; and workload. A fifth area that was identified to investigate further was senior leadership communication.

The issues identified and recommendations made by the working groups have now been developed into a programme of work with five key streams and objectives to be achieved within each stream. Each work stream has been allocated to a group or SLT member to lead. The work streams are: workplace behaviour; equity; strengthening managerial capability; human resource practices; and valuing time.

The work programme will continue throughout 2018 and priorities will be reassessed as key objectives are implemented. The next Your Voice—Victoria Staff Survey will be conducted in May 2018.

2 – Attain the scale, quality and academic profile of leading public universities

	2017 RESULT	2017 TARGET	2016 RESULT	2015 RESULT
Total EFTS increase by 1.5% per annum	0.4%	1.5% more EFTS than EOY 2016	2.4%	0.4%
Commencing total EFTS	5,406	5,593	5,553	5,222
Commencing research postgraduate EFTS	115	128	126	88
Commencing full fee EFTS	741	759	764	678
Proportion of taught postgraduate EFTS	11.7	Increase over 2016 result	11.2	10.8
Proportion of research postgraduate EFTS	6.2	Increase over 2016 result	6.3	6.3
Proportion of international students (headcount)	15.9	Increase over 2016 result	15.5	14.8

Total EFTS increased in 2017 by 0.4 percent over the previous year. Commencing EFTS were less than expected in 2017 contributing to the lower than expected increase in EFTS overall.

International students increased as a proportion of the total numbers of students by 0.4 from the result of 15.5 percent in 2016. There were students from 114 countries at Victoria in 2017. The top five countries for student numbers are China, the United States, Viet Nam, Malaysia and Australia with all but Australia showing an increase over 2016 results. The number of students from Viet Nam and China increased the most with 29 and 22 more students respectively than in 2016.

3 – Optimise the University’s organisation, processes, facilities and use of resources

	2017 RESULT	2017 TARGET	2016 RESULT	2015 RESULT
Major capital projects delivered on time and budget	In progress	Milestones and budgets met	Achieved	Achieved

The major capital project in 2017 was Te Toki a Rata (previously known as the Gateway building). Construction was completed in early 2018, with the Prime Minister Right Honourable Jacinda Ardern officially opening Te Toki a Rata on 14 February 2018. The forecast final cost to complete this project is \$106.4m.

Rankine Brown building sustained damage to lift cores in the November 2016 earthquake and following an emergency response to protect the lift cores a Detailed Seismic Assessment was undertaken to inform repairs to the lift cores and other building elements damaged or requiring upgrade to achieve the University’s minimum 67 percent NBS (New Building Standard) score. This staged work will commence in February 2018.

Smaller projects including further refurbishment of Rutherford House and the Te Aro campus were delayed to support the University working within its borrowing target at 31 December 2017. The projects will commence in 2018.

Planning continued for a proposed new home for the New Zealand School of Music in central Wellington, and K-Pod, a small building for decant purposes at Kelburn campus.

4 – Increase and diversify sustainable revenue

	2017 RESULT	2017 TARGET	2016 RESULT	2015 RESULT
Achieve real revenue growth of a minimum of 3% per annum	4.0%	Revenue growth exceeds 3%	3.3%	5.6%
Revenue retained as surplus for reinvestment	3.0%	3.5%	3.4%	4.8%
Increase the amount of revenue from non-SAC-funded sources	5.9%	Increase over 2016	5.4% increase over 2015	7.0% increase over 2014

Real revenue and revenue from non-SAC-funded sources met or exceeded targets as a result of strong income from full-fee tuition, research contracts and higher commercial income in faculties and research institutes. However, revenue retained as surplus was not met due to additional, unbudgeted depreciation resulting from revalued assets and changed useful life estimates.

5 – Communicate the quality, values and distinctiveness that define Victoria

	2017 RESULT	2017 TARGET	2016 RESULT	2015 RESULT
Number of expert contributions on topical issues in broadcast media (radio and television)	609	425	506	432
Number of inaugural professorial lectures	11	At least 10	13	9

Four different faculties were represented by the staff giving inaugural professorial lectures in 2017. Of the faculties represented, five of the professors giving their inaugural professorial lecture were members of the Faculty of Science coming from the Schools of Mathematics and Statistics; Geography, Environment and Earth Sciences; and Psychology. Topics covered across all the lectures were diverse and ranged from the pursuit of happiness, contemporary design production, earthquake physics, disaster recovery, the impact of volunteering to the dynamism of language.

Student levies

The Student Services Levy and a separate Student Assistance Levy are paid by all students to contribute to the development of an inclusive learning community. The Student Services Levy also improves services that can facilitate academic success and a positive student experience. A few services are fully funded by the Levy so they can be provided without individual user charge. Services that are partially funded by the Levy are provided to students at a heavily subsidised rate. Others are funded entirely from other sources.

Victoria staff work in partnership with the Advisory Committee on the Student Services Levy (ACSSL), an oversight body with student representatives that consults with the Victoria University of Wellington Students' Association (VUWSA) executive and their executive subgroups—the Student Academic Committee (comprising faculty-based representatives) and the Student Equity and Diversity Committee (Māori and equity-based groups), before presenting its recommendation on changes to the Levy. VUWSA also runs an independent survey of all students prior to considering any recommendation on changes to the Levy.

The University works in partnership with students to ensure they have a say in how the Student Services Levy is spent. In 2017, the University conducted a survey using 1,000 Minds survey software that will help direct how the Levy will be spent over the next five years.

The Student Services Levy and Student Assistance Levy together made a surplus of \$147,647 in 2017, although this result was less favourable than assumed in the original budget. Annual carried forward levy surpluses and deficits are ring fenced, and are actively managed during the next financial year's levy budgeting and planning processes.

In 2017, an internal student studying 25 points or more was charged \$730.50 (GST inclusive) for the Student Services Levy. A Student Assistance Levy of \$24 (GST exempt) was paid by all students. The total Compulsory Student Service Fee per student in 2017 was \$754.50, which translates to \$837 per equivalent full-time student.

The revenue from the levies can be used only for those services that fall within these government-specified categories:

Advocacy and legal advice

Advocacy services delivered by the University manage a range of resolution activities in relation to student complaints, disputes, appeals, pastoral (including accommodation) issues and academic disputes. VUWSA is also contracted to deliver an independent advocacy service and train and support class representatives and faculty delegates to ensure that students have a meaningful and independent voice at Victoria.

SERVICE CATEGORY	2017 STUDENT SERVICES LEVY (SSL) REVENUE \$'000	2017 STUDENT ASSISTANCE LEVY (SAL) REVENUE \$'000	2017 REVENUE FROM OTHER SOURCES \$'000	TOTAL REVENUE \$'000	TOTAL COST (SSL RELATED AND SAL GRANTS) \$'000	NET SURPLUS/ (COST) \$'000
Advocacy and legal advice	881	–	–	881	848	33
Careers information, advice and guidance	1,190	–	33	1,223	1,190	33
Counselling services and pastoral care	2,280	–	335	2,615	2,535	80
Employment information	709	–	13	722	733	(11)
Financial support and advice	507	497	116	1,120	1,105	15
Health services	3,342	–	2,253	5,595	5,604	(9)
Media	173	–	–	173	185	(12)
Childcare services	184	–	–	184	185	(1)
Clubs and societies	2,782	–	2	2,784	2,460	324
Sports, recreation and cultural activities	228	–	666	894	1,198	(304)
Total	12,276	497	3,418	16,191	16,043	148

Careers information, advice and guidance

Careers and Employment aims to increase the employability of Victoria students by providing career and course advice and assessments, and helping students prepare job applications, CVs and develop interview skills.

Counselling services and pastoral care

Support services include Student Counselling, Te Pūtahi Atawhai for Māori and Pasifika students, peer mentoring and student support coordinators based in halls of residence. A range of welfare services such as food bank delivery are provided by VUWSA.

Employment information

Victoria provides information on jobs through publications, career expos, employer and industry presentations and through an online service, CareerHub, which features study-related job vacancies.

Financial support and advice

Victoria's student finance advisers provide financial advice to students, administer the Hardship Fund and teach financial literacy. The Student Assistance Levy contributes to the Hardship Fund (which has had a separate bank account since the Fund was set up in 1991) and is available to assist students if they experience a short-term emergency or one-off immediate need.

Health services

Victoria's Student Health and Wellbeing centres operate from the Kelburn and Pipitea campuses and include Student Health, Student Counselling and the Physiotherapy Clinic. Disability Services works alongside students with temporary and ongoing impairments to ensure they are able to engage fully and achieve in their studies.

Media

VUWSA publishes the weekly magazine *Salient* and operates its website and radio station. *Salient* provides paid work opportunities and skills development for its contributors, who are all students.

Childcare services

Victoria Kids provides childcare facilities for children of Victoria students.

Clubs and societies

Victoria has more than 150 clubs across political, cultural, sports, faith-based and academic interests. Assistance is provided to clubs and societies through the provision of meeting rooms, activity spaces and resources, training programmes and advice on club financial management.

Sports, recreation and cultural activities

Victoria Recreation provides space and equipment for students to keep active. Sports leagues, tailored fitness and other programmes, recreational facilities and venues for student events and activities are offered.

Financial overview

The operating surplus for Victoria University of Wellington and Group (which includes external research and intellectual property entities but excludes Victoria's fundraising activities) was \$6.4m, 1.4 percent of revenue. The consolidated account's operating result (includes all entities) generated a surplus of \$13.5m, 3.0 percent of revenue. The operating results include a non-recurring higher depreciation expense from a one-off revision of the remaining useful lives of certain library assets (\$15.6m), partially offset by gains from the sale of surplus assets. Excluding these items, revenues and the resulting surpluses were positive and in line with the Strategic Plan, which can be found on our website. For the second year in a row,

Victoria's real revenue growth exceeded 6 percent, a significant achievement given that current school leaver student numbers in New Zealand have been gradually declining on an annual basis. Domestic student numbers for Victoria were static for the year, short of the aspirational budget, but ahead of government funding targets. There was pleasing growth in international student numbers, up 0.4 percent, and external research revenue, a key strategic KPI, grew by 10 percent from \$52.5m to \$57.8m. Victoria Link Limited, the University's entrepreneurial intellectual property development group, had a successful year developing prospective projects opportunities for the future while recording an operating surplus for the year.

	2013 \$'000	2014 \$'000	2015 \$'000	2016 \$'000	2017 \$'000
Financial performance					
Total operating revenue ¹	353,894	376,434	391,306	415,214	448,094
University surplus for the year¹	13,605	12,379	7,882	9,897	6,447
EBITDA¹	50,799	52,274	48,781	51,417	66,414
Surplus (including the Foundation)	17,613	16,498	18,405	14,098	13,450

Financial position					
Total current assets	74,811	92,832	99,485	102,239	146,103
Total non-current assets	682,144	698,055	763,942	829,788	904,731
Total assets	756,955	790,887	863,427	932,027	1,050,834
Total current liabilities	70,866	82,542	98,151	107,117	191,616
Total non-current liabilities	50,438	55,259	78,468	123,333	64,715
Total liabilities	121,304	137,801	176,619	230,450	256,331
Total community equity	635,651	653,086	686,808	701,577	794,503

Statistics					
University surplus to total revenue	3.8%	3.3%	2.0%	2.4%	1.4%
University surplus to total assets	1.8%	1.6%	0.9%	1.1%	0.6%
Current assets to current liabilities	106%	112%	101%	98%	78%
Assets to equity	119%	121%	126%	133%	132%

The Victoria University of Wellington Foundation (the fundraising arm of the University) had another successful year raising \$11.4m from donations and investment returns, and generating \$9.5m in future pledges. Funds raised through the generous engagement of alumni and civic supporters of the University have also benefited from the sustained rise in market investment returns. Total Foundation funds increased to \$55.2m at year end.

Net cash flow from operations at \$67.9m increased by \$12.5m from 2016, generating funds which, together with bank borrowing, are assisting the University to renew obsolete or outdated facilities and to proactively address critical maintenance and earthquake resilience requirements on University infrastructure. Over the past

two years, the University has spent \$181m on capital expenditure, including \$73.8m allocated to the new Science building, Te Toki o Rata, opened by Prime Minister Jacinda Adern in February 2018. To support the capital programme, bank borrowings increased to \$120m at year end, up from \$105m in 2016, to support the capital expenditure programme.

The University is in a sound financial position. We operate in an increasingly challenging environment with limited fee increases under the fee maxima regime and continued pressure on government funding. As such, we must continue to grow cash generation to fund investment in critical people and infrastructure resources to ensure we deliver across the board on our Strategic Plan.

¹ These numbers are for the University Group (excluding the Foundation).

Statement of responsibility

We are responsible for:

- the preparation of the annual financial statements and statement of service performance and the judgements used in them
- establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion the financial statements and statement of service performance for the financial year ended 31 December 2017 fairly reflect the financial position and operations of Victoria University and the Group.



Neil Paviour-Smith
Chancellor
5 March 2018



Professor Grant Guilford
Vice-Chancellor
5 March 2018

Independent auditor's report

TO THE READERS OF VICTORIA UNIVERSITY OF WELLINGTON AND GROUP'S FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE

FOR THE YEAR ENDED 31 DECEMBER 2017

The Auditor-General is the auditor of Victoria University of Wellington (the University) and group. The Auditor-General has appointed me, Grant Taylor, using the staff and resources of Ernst & Young, to carry out the audit of the financial statements and statement of service performance of the University and group on his behalf.

Opinion

We have audited:

- the financial statements of the University and group on pages 30 to 50, that comprise the statement of financial position as at 31 December 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the University and group on pages 18 to 23.

In our opinion:

- the financial statements of the University and group on pages 30 to 50:
 - present fairly, in all material respects:
 - the financial position as at 31 December 2017; and
 - the financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance of the University and group on pages 18 to 23 presents fairly, in all material respects, the University and group's service performance achievements measured against the proposed outcomes described in the investment plan for the year ended 31 December 2017.

Our audit was completed on 5 March 2018. This is the date at which our opinion is expressed.

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

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

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

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

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

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

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

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

In preparing the financial statements and the statement of service performance, the Council is responsible on behalf of the University and group for assessing the University and group's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the University and group or to cease operations, or has no realistic alternative but to do so.

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

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

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could

reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and statement of service performance.

For the budget information reported in the financial statements and the statement of service performance, our procedures were limited to checking that the information agreed to the University and group's 2018 Annual Management Plan.

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

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

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University and group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University and group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University and group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the financial statements and the statement of service

performance of the entities or business activities within the group to express an opinion on the consolidated financial statements and the consolidated statement of service performance. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 2 to 17, 24 to 27 and 51 to 56, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

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

Independence

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

In addition to the audit, we have carried out an engagement to provide an overview of the operation of international debt markets and their potential suitability for the University and an independent review of the University's delegation statute, which were compatible with those independence requirements. Other than the audit and these engagements, we have no relationship with or interests in the University or any of its subsidiaries.



Grant Taylor

Ernst & Young

On behalf of the Auditor-General
Wellington, New Zealand

Financial statements

Statement of comprehensive revenue and expense

For the year ended 31 December 2017

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2017 \$'000	BUDGET 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	BUDGET 2017 \$'000	ACTUAL 2016 \$'000
Revenue							
Government funding		140,867	141,165	137,293	140,867	141,165	137,293
Performance-Based Research Fund (PBRF) funding		33,109	33,083	32,180	33,109	33,083	32,180
Domestic tuition		89,642	92,733	87,466	89,642	92,733	87,466
Full-fee tuition		37,213	36,487	34,868	37,213	36,487	34,868
Research		52,976	42,493	47,258	31,591	27,009	28,097
Commercial		14,944	14,804	16,604	14,250	13,377	14,385
Other revenue		79,343	68,238	59,545	64,780	54,025	48,404
Total operating revenue	2	448,094	429,003	415,214	411,452	397,879	382,693
Expenses							
People	3	231,191	229,635	218,377	220,855	220,750	208,613
Operating	4	114,271	106,333	107,595	90,622	84,421	86,780
Occupancy	4	36,218	35,896	37,825	35,194	34,914	36,876
Finance costs	5	174	1,472	136	720	1,982	649
Depreciation & amortisation	11,12	59,793	44,228	41,384	59,346	44,023	40,919
Total operating expenses		441,647	417,564	405,317	406,737	386,090	373,837
University surplus		6,447	11,439	9,897	4,715	11,789	8,856
Victoria University of Wellington Foundation							
Undistributed donations & investment returns		7,291	5,250	4,408	–	–	–
Professional & management fees		(288)	(200)	(207)	–	–	–
Surplus attributable to the Foundation	6	7,003	5,050	4,201	–	–	–
Surplus (including the Foundation)		13,450	16,489	14,098	4,715	11,789	8,856
Other comprehensive revenue & expense							
Movements in revaluation reserve	11	79,775	–	742	79,775	–	742
Movements in cash flow hedge reserve		(715)	–	(71)	(715)	–	(71)
Total other comprehensive revenue & expense		79,060	–	671	79,060	–	671
Total comprehensive revenue & expense		92,510	16,489	14,769	83,775	11,789	9,527

The accompanying notes form part of these financial statements.

Statement of financial position

As at 31 December 2017

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2017 \$'000	BUDGET 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	BUDGET 2017 \$'000	ACTUAL 2016 \$'000
Current assets							
Cash & cash equivalents	8	45,579	27,708	26,112	21,971	15,000	14,964
Investments & other financial assets	9	46,458	53,799	46,804	(670)	–	45
Accounts receivable & accruals	10	39,463	10,647	12,213	38,894	8,470	11,045
Pre-paid expenses		11,187	10,504	13,402	8,447	8,680	10,955
Other current assets		3,416	2,469	3,708	116	120	116
Loans to related parties		–	–	–	3,900	3,100	3,400
Total current assets		146,103	105,127	102,239	72,658	35,370	40,525
Non-current assets							
Property, plant & equipment	11	884,976	847,648	813,268	884,751	847,011	812,823
Intangibles	12	14,519	13,916	12,933	14,458	13,916	12,883
Investments in related parties	9,13	5,236	88	3,587	3,324	2,010	2,010
Total non-current assets		904,731	861,652	829,788	902,533	862,937	827,716
Total assets		1,050,834	966,779	932,027	975,191	898,307	868,241
Current liabilities							
Accounts payable & accruals	14	52,921	50,810	48,674	49,543	45,906	45,654
Revenue in advance	15	42,404	28,718	37,403	21,131	15,296	20,420
Related party borrowings	20	–	–	–	23,500	17,000	21,500
Employee entitlements	16	17,189	15,315	16,458	16,951	15,190	16,285
Deferred revenue—contractual obligation	17	3,202	1,763	3,872	3,202	1,763	3,872
Finance lease	19	790	831	710	790	831	710
Bank borrowings	18	75,000	–	–	75,000	–	–
Other current liabilities		110	–	–	110	–	–
Total current liabilities		191,616	97,437	107,117	190,227	95,986	108,441
Non-current liabilities							
Employee entitlements	16	18,852	19,530	17,045	18,852	19,530	17,045
Finance lease	19	–	–	831	–	–	831
Bank borrowings	18	45,000	132,600	105,000	45,000	132,000	105,000
Other non-current liabilities		863	–	457	413	–	–
Total non-current liabilities		64,715	152,130	123,333	64,265	151,530	122,876
Total liabilities		256,331	249,567	230,450	254,492	247,516	231,317
Net assets		794,503	717,212	701,577	720,699	650,791	636,924
Community equity							
Accumulated surplus		414,048	414,752	398,445	340,550	348,331	333,792
Other reserves		380,149	302,460	303,132	380,149	302,460	303,132
Non-controlling interest		306	–	–	–	–	–
Total community equity		794,503	717,212	701,577	720,699	650,791	636,924

The accompanying notes form part of these financial statements.

Statement of changes in equity

For the year ended 31 December 2017

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2017 \$'000	BUDGET 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	BUDGET 2017 \$'000	ACTUAL 2016 \$'000
Community equity at 1 January		701,577	700,723	686,808	636,924	639,002	627,397
Surplus for the year		13,450	16,489	14,098	4,715	11,789	8,856
Share capital		416	-	-	-	-	-
Other comprehensive revenue & expense							
Increase in revaluation reserve	11	79,775	-	742	79,775	-	742
Decrease in cash flow hedge reserve		(715)	-	(71)	(715)	-	(71)
Community equity at 31 December	22	794,503	717,212	701,577	720,699	650,791	636,924
Community equity represented by:							
Accumulated surplus							
Opening balance		398,445	398,263	384,347	333,792	336,542	324,936
Surplus for the year		13,450	16,489	14,098	4,715	11,789	8,856
Transfer from revaluation reserve		2,043	-	-	2,043	-	-
Transfer to non-controlling interest		110	-	-	-	-	-
Closing balance		414,048	414,752	398,445	340,550	348,331	333,792
Non-controlling interest							
Share capital		416	-	-	-	-	-
Transfer from accumulated surplus		(110)	-	-	-	-	-
Closing balance		306	-	-	-	-	-
Asset revaluation reserve							
Opening balance		303,087	302,344	302,345	303,087	302,344	302,345
Increase in revaluation reserve	11	79,775	-	742	79,775	-	742
Transfer to accumulated surplus		(2,043)	-	-	(2,043)	-	-
Closing balance		380,819	302,344	303,087	380,819	302,344	303,087
Cash flow hedge reserve							
Opening balance		45	116	116	45	116	116
Decrease in cash flow hedge reserve		(715)	-	(71)	(715)	-	(71)
Closing balance		(670)	116	45	(670)	116	45
Community equity at 31 December		794,503	717,212	701,577	720,699	650,791	636,924

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 31 December 2017

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL
		2017	2017	2016	2017	2017	2016
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities							
Government funding		140,214	141,165	135,825	140,214	141,165	135,825
PBRF revenue		33,109	33,083	32,180	33,109	33,083	32,180
Tuition fees		132,371	129,220	124,446	132,371	129,220	124,410
Research, commercial & other revenue		134,639	117,047	125,881	92,945	89,793	89,376
Interest received		878	837	1,181	691	594	914
Dividends received		6	12	6	-	-	-
Cash donations		3,971	7,708	1,483	2,401	8	305
GST (net)		1,026	-	(120)	831	-	(7)
Payments to employees		(228,431)	(230,570)	(216,393)	(218,260)	(219,330)	(206,584)
Payments to suppliers		(149,665)	(140,322)	(148,950)	(124,522)	(118,393)	(124,546)
Interest paid		(175)	(1,472)	(135)	(720)	(1,982)	(649)
Net cash flow from operating activities		67,943	56,708	55,404	59,060	54,158	51,224
Cash flows from investing activities							
Receipts from sale of property, plant & equipment & intangibles		7,999	-	61	7,999	-	61
Payments for investments		-	(3,100)	(4,615)	(1,814)	-	(300)
Receipts for investments		4,004	-	-	-	-	-
Purchase of property, plant & equipment & intangibles		(75,244)	(74,509)	(105,912)	(75,011)	(74,304)	(105,461)
Net cash flow to investing activities		(63,241)	(77,609)	(110,466)	(68,826)	(74,304)	(105,700)
Cash flows from financing activities							
Proceeds from borrowings		60,515	51,150	83,457	60,523	51,000	83,000
Repayment of borrowings		(45,000)	(30,000)	(36,000)	(45,000)	(30,000)	(36,000)
Payments for related party borrowings		-	-	-	2,000	-	4,500
Finance lease payments		(750)	(710)	(710)	(750)	(710)	(710)
Net cash flow from financing activities		14,765	20,440	46,747	16,773	20,290	50,790
Net increase/(decrease) in cash & cash equivalents		19,467	(461)	(8,315)	7,007	144	(3,686)
Cash & cash equivalents at the beginning of the year		26,112	28,170	34,427	14,964	14,856	18,650
Cash & cash equivalents at the end of the year	8	45,579	27,709	26,112	21,971	15,000	14,964

The accompanying notes form part of these financial statements.

Reconciliation of surplus to net cash flow from operating activities

For the year ended 31 December 2017

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Surplus	13,450	14,098	4,715	8,856
Add/(less) non-cash items				
Depreciation & amortisation	59,793	41,384	59,346	40,920
Other non-cash items	(169)	(202)	(169)	(202)
Total non-cash items	59,624	41,182	59,177	40,718
Add/(less) items classified as investing or financing activities				
(Gains)/losses on disposal of property, plant & equipment	(10,730)	78	(10,723)	78
Gains on investments held at fair value	(5,606)	(1,698)	–	–
Add/(less) changes in working capital items				
Increase in receivables	(809)	(4,228)	(1,408)	(2,693)
Decrease in deferred revenue	(670)	(1,389)	(670)	(1,389)
Decrease/(increase) in prepayments	2,215	(2,906)	2,508	(2,278)
Decrease/(increase) in other current assets	292	(797)	–	2
Increase in accounts payable	2,638	2,531	2,277	2,337
Increase in employment provisions	2,538	1,496	2,473	1,449
Increase in revenue received in advance	5,001	7,037	711	4,144
Net cash flow from operating activities	67,943	55,404	59,060	51,224

The accompanying notes form part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2017

1 Statement of accounting policies

THE REPORTING ENTITY

Victoria University of Wellington (the University) is a Tertiary Education Institution domiciled in New Zealand, and is governed by the Crown Entities Act 2004 and the Education Act 1989.

The primary purpose of the Consolidated Group (the Group) is to provide tertiary education services. This includes advancing knowledge by teaching and research, and offering courses leading to a range of degrees, diplomas and certificates. It also makes research available to the wider community for mutual benefit, and provides research and scholarships for the purpose of informing the teaching of courses. These aspects are covered fully in the statement of service performance.

The University and the Group are designated as public benefit entities (PBEs) for financial reporting purposes.

The financial statements of the University and the Group for the year ended 31 December 2017 were authorised for issue in accordance with a resolution of the Victoria University of Wellington Council (the University Council) on 5 March 2018.

BASIS OF PREPARATION

The accounting policies have been applied consistently to all periods presented. Significant accounting policies can be found in the specific notes to which they relate.

These financial statements are presented in accordance with Section 220 of the Education Act 1989, the Crown Entities Act 2004 and New Zealand Generally Accepted Accounting Practice (NZ GAAP). They comply with PBE Standards and other applicable financial reporting standards, as appropriate for PBEs.

The financial statements are presented in New Zealand dollars, which is the presentation currency and the functional currency of all entities within the Group. All values are rounded to the nearest thousand dollars (\$'000). The measurement base applied is historical cost except where specifically identified.

All components in the financial statements are stated exclusive of GST, with the exception of receivables and payables, which include any GST invoiced. The University is exempt from income tax. However, there are some controlled entities and associates within the Group that are not exempt from income tax.

The Group financial statements are prepared on a consolidation basis, which involves adding together like-items of assets, liabilities, equity, revenue, expenses and cash flows on a line-by-line basis. All significant intra-group balances, transactions, revenue and expenses are eliminated on consolidation. The Group financial statements comprise the financial statements of the University, its controlled entities (including controlled trusts and subsidiary companies) and investments in associates as at 31 December each year. Investments in associates have been recognised at fair value through surplus or deficit.

The budget for 2017 was approved by the University Council on 29 August 2016.

SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

In applying the Group's accounting policies, management continually evaluates judgements, estimates and assumptions based on experience and other factors, including expectations of future events that may impact the Group. All judgements, estimates and assumptions made are believed to be reasonable, based on the most current set of circumstances available to management. Significant judgements, estimates and assumptions made by management in the preparation of these financial statements are outlined below.

- Management relies on the services of an independent valuer to assess the carrying values of land and building assets and the remaining useful lives on a regular basis (refer note 11).
- Asset impairment judgements will be made where there is reason to suggest that the value of the assets has changed materially since the previous balance date (refer notes 11 and 12).
- Management relies on the services of an independent actuary to assess the carrying value of retirement and long-service employee entitlements (refer note 16).
- Valuation of Level 3 investments (refer note 9).
- Stage of completion of research projects is assessed regularly to determine the carrying value of deferred revenue recognised.

2 Revenue

Revenue is measured at fair value. The Group's significant revenue items are explained below.

Government funding: This is recognised as revenue on entitlement in return for the teaching of courses to which the funding relates, unless there is an obligation to return the funds if the conditions of the funding are not met. If there is such an obligation, the funding is initially recorded as a deferred revenue liability and then recognised as revenue when the conditions of the funding are satisfied.

Performance-Based Research Fund (PBRF) funding: This is non-exchange in nature, and is measured based on the estimated funding entitlement at the commencement of the year plus or minus adjustments from the previous year.

Tuition fees: Domestic student tuition fees are considered non-exchange. Revenue is recognised when the course withdrawal date has passed, which is when the student is no longer entitled to a refund. International student tuition fees are accounted for as exchange transactions and recognised as revenue on a course percentage of completion basis.

Research revenue: For an exchange research contract, revenue is recognised on a percentage completion basis. The percentage of completion is measured with reference to the actual research expenditure incurred as a proportion to total expenditure expected to be incurred. For a non-exchange research contract, the total funding receivable under the contract is recognised as revenue immediately, unless there are substantive conditions in the contract. If there is a condition attached to the funding with performance and return obligations, the funds are recognised initially as a liability to the extent that the conditions remain unfulfilled. Revenue is then recognised when the conditions are satisfied.

Other revenue: Revenue from other sources includes fees for accommodation and services provided to students of \$48.4m (2016: \$44.1m), sundry revenue of \$19m (2016: \$14.3m), proceeds from disposal of various fixed assets of \$11m (2016: nil) and interest earnings of \$0.9m (2016: \$1.2m). The interest amount is predominantly revenue from cash that is surplus to immediate requirements and that has been invested on call or on short-term deposits. In 2017, interest rates ranged from 1.75 percent to 3.8 percent (2016: 1.75 percent to 3.7 percent).

3 People expenses

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Salaries	214,811	203,860	204,938	194,469
Contractors	3,607	3,455	3,217	3,230
Entitlements	12,773	11,062	12,700	10,914
Total	231,191	218,377	220,855	208,613

Entitlements include contributions to KiwiSaver, UniSaver and other defined contribution superannuation schemes, which are recognised as an expense when incurred.

4 Operating and occupancy

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
The following items are included within operating & occupancy expenses:				
Audit fees: Ernst & Young	318	324	202	197
Other fees paid to auditors	75	10	75	10
Property leases	15,174	13,554	15,170	13,464
IT leases	2,434	2,545	2,394	2,500
Losses on disposal of property, plant & equipment	325	117	325	117
Information technology	5,422	4,539	5,038	4,356
Grants & scholarships	31,966	27,444	22,836	20,097
Insurance	3,024	2,882	2,887	2,764
Travel & accommodation	13,811	13,765	5,378	5,480

Operating lease payments (net of any operating lease incentive received) are recognised as an expense on a straight-line basis over the lease term. Operating lease incentives are recognised as a reduction in the lease expense over the term of the lease.

5 Finance costs

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Interest on borrowings	2,942	1,964	3,488	2,477
Finance charge on finance lease	80	121	80	121
Capitalised borrowing costs	(2,848)	(1,949)	(2,848)	(1,949)
Total	174	136	720	649

Borrowing costs are expensed in the financial year in which they are incurred. Borrowing costs are capitalised on qualifying assets.

6 Victoria University of Wellington Foundation

The surplus attributable to the Foundation includes investment returns of \$7.2m (2016: \$2.9m) and undistributed bequests and donations.

7 Financial instruments

	CONSOLIDATED		UNIVERSITY	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000

FINANCIAL ASSETS

Loans & receivables

Cash & cash equivalents	45,579	26,112	21,971	14,964
Trade receivables	9,117	9,900	10,990	9,366
Loans to related parties	–	–	3,900	3,400
Other current assets	3,416	3,708	116	116
Total	58,112	39,720	36,977	27,846

At fair value through surplus or deficit

Investments	52,201	50,580	–	–
Total	52,201	50,580	–	–

At fair value through other comprehensive revenue and expense—cash flow hedges

Derivative financial instruments	(507)	(189)	(670)	45
Total	(507)	(189)	(670)	45

FINANCIAL LIABILITIES

Financial liabilities at amortised cost

Accounts payable	21,042	16,905	19,630	16,104
Bank borrowings	120,000	105,000	120,000	105,000
Related party borrowings	–	–	23,500	21,500
Total	141,042	121,905	163,130	142,604

Financial risk management objectives and policies: Unless otherwise stated, the carrying value equates to fair value for all financial assets and liabilities. Fair value is determined using quoted prices in active markets (where available) or other observable inputs. Where neither of these inputs are available, then fair value is determined using observable price data and other relevant models used by market participants.

All purchases and sales of financial assets are recognised on the trade date (ie, the date that the Group commits to purchase the asset). Purchases or sales are purchases or sales of financial assets under contracts that require delivery of the assets within the period established generally by regulation or convention in the marketplace.

Financial assets are derecognised when the right to receive cash flows from the financial assets has expired or when the entity transfers substantially all the risks and rewards of the financial assets. If the entity neither retains nor transfers substantially all of the risks and rewards, it derecognises the asset if it has transferred control of the assets.

Financial assets at fair value through surplus or deficit: The Group's investments in shares, managed funds and fixed interest securities are classified as financial assets held for trading, with gains or losses recognised in surplus or deficit.

Loans and receivables: Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are carried at amortised cost using the effective-interest-rate method. Gains and losses are recognised in surplus or deficit when the loans and receivables are derecognised or impaired. These are classified as current assets, except for those with maturities greater than 12 months after balance date, which are classified as non-current.

Impairment of loans and receivables is established when there is objective evidence that the Group will not be able to collect amounts due. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (ie, not past due). For other financial assets, impairment losses are recognised directly against the instrument's carrying amount.

(a) Market risk and sensitivity

Currency risk exposure arises on foreign exchange sales and purchases (typically library items and scientific equipment) denominated in a foreign currency. Wherever possible, the University transacts in the functional currency, including the setting of fees for international students. The Group's policies require that foreign currency forward-purchase contracts are used to limit the Group's exposure to movements in exchange rates on foreign currency denominated liabilities and purchase commitments above \$100,000, where the committed payment date is known and is within 12 months. The Group entered into multiple foreign-exchange contracts during 2017 to mitigate any such risk, and held USD\$3.2m (2016: USD\$2.4m) of forward-exchange contracts at 31 December 2017 with a fair value of \$11,700 (2016: \$42,000). These contracts are held to offset exchange rate risk on expected purchases in USD.

The Foundation holds \$30.5m of investments at fair value through surplus or deficit (2016: \$25m), which are invested in a range of foreign denominations and are exposed to foreign exchange risk. A 10% movement in the New Zealand dollar against all currencies would give rise to a \$1m gain or loss that would equally impact equity (2016: \$0.7m).

Price risk arises as the fair value of shares in listed companies and units in managed funds will fluctuate as a result of changes in market prices. Market prices for a particular share may fluctuate due to factors specific to the individual share or its issuer, or factors affecting all shares traded in the market. This price risk is managed by diversification of the portfolio. A 10% movement in the market price of investments at fair value through surplus or deficit would give rise to a \$3m gain or loss that would equally impact equity (2016: \$2.5m).

Fair-value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Group is exposed to fair-value interest rate risk due to the exposure created by borrowings and investments issued at fixed rates of interest.

Cash flow interest rate risk exposure arises due to the exposure on bank borrowings and investments issued at variable interest rates. Generally, the Group raises long-term borrowings at floating rates and enters interest swaps to manage the cash flow interest rate risk. Under the interest rate swaps, the Group agrees with other parties to exchange, at specified intervals, the difference between fixed term contract rates and floating rate interest amounts calculated by reference to the agreed notional principal amounts, and applies hedge accounting to ensure fair-value fluctuations on the interest rate portfolio are taken to other comprehensive revenue or expense. The fair value of interest rate swaps total \$(670,000) (2016: \$45,000). The fixed interest rates of interest rate swaps vary from 2.6% to 3.4% (2016: 2.6% to 3.4%).

The following table demonstrates the potential effect of movements in interest rates on the University and Group's surplus or deficit and equity, if interest rates had been 1.5% higher or lower with all other variables held constant. The calculation effectively changes the actual average of the contracted borrowing rates for the year by 1.5%.

	CONSOLIDATED 2017	
	-150BPS \$'000	+150BPS \$'000
Potential effect of movement in interest rates	(41)	41

(b) Credit risk

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

In the normal course of business, the Group is exposed to credit risk from cash and term deposits with banks, debtors and other receivables, government bonds, loans to subsidiaries, and derivative financial instrument assets. For each of these, the maximum credit exposure is best represented by their carrying amount.

The Group limits the amount of credit exposure to any one financial institution for term deposits to no more than the greater of \$40m or 33% of total investment held. The Group invests funds only with registered banks with high credit ratings and for a period not exceeding 365 days.

Investments held at fair value through surplus or deficit are managed by an external fund manager in a range of securities to diversify the risk.

The Group also transacts with its students. These transactions do not create a significant credit risk, as students have no concentration of credit because of the relatively low value of individual student transactions. The Group also transacts with the Crown. These transactions do not create a significant credit risk.

The Group holds no collateral or other enhancements for financial instruments that give rise to credit risk.

(c) Liquidity risk

Other than bank borrowings, all accounts payable are expected to be repaid within six months. Borrowings of \$75m will mature within 12 months and will need to be refinanced or repaid.

8 Cash and cash equivalents

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Cash at bank	3,241	488	143	91
Bank on-call deposits	29,710	15,883	17,378	10,423
Short-term deposits	12,628	9,741	4,450	4,450
Closing balance	45,579	26,112	21,971	14,964

Including:

Funds held by controlled trusts	21,432	9,328	–	–
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Cash and cash equivalents comprise cash at bank and on hand, and short-term deposits for a period not exceeding 90 days, which are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value.

Funds held by controlled trusts have donor restrictions and will be used for specified purposes. Until the University fulfils the donor's request, the funds are held in trust.

9 Investments and other financial assets

Quantitative disclosure of fair-value measurement hierarchy for investments as at 31 December 2017:

	CONSOLIDATED			CONSOLIDATED		
	2017 \$'000 LEVEL 1	2017 \$'000 LEVEL 2	2017 \$'000 LEVEL 3	2016 \$'000 LEVEL 1	2016 \$'000 LEVEL 2	2016 \$'000 LEVEL 3
Investments	1,584	45,381	5,236	1,257	45,736	3,587
Derivatives—Forward foreign exchange	–	163	–	–	(234)	–
Derivatives—Interest rate swaps	–	(670)	–	–	45	–
Closing balance	1,584	44,874	5,236	1,257	45,547	3,587

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair-value hierarchy, described as follows, based on the lowest level input that is significant to the fair-value measurement as a whole.

Level 1: Fair value of investments in listed shares and fixed interest instruments obtained using quoted bid price at balance date.

Level 2: Fair value of investments in managed funds, obtained using closing unit prices as at balance date, published by the respective fund managers. The fair value of the forward foreign exchange contracts was determined by a present value model with reference to current forward exchange rates for contracts with similar maturity profiles at balance date. The fair values of interest rate swaps have been determined by calculating the expected cash flows under the terms of the swaps and discounting these values to present value.

Level 3: Fair value of investments is determined using revenue-based multiples, being the best available market data at the time of valuation.

Derivative financial instruments and hedge accounting

The Group does not hold or issue derivative financial instruments for trading purposes. The Group uses financial instruments to manage exposure to interest rate fluctuations and foreign exchange risks, and are stated at fair value. For the purposes of hedge accounting, hedges are classified as cash flow hedges where they hedge exposure to variability for a forecast transaction. Interest rate swaps that meet the conditions for hedge accounting as cash flow hedges can have the effective portion of the gain or loss on the hedging instrument recognised directly in other comprehensive revenue and expense and the ineffective portion recognised in the net surplus/(deficit). Hedge accounting is discontinued when the hedging instrument expires, is sold, terminated, exercised or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss on the hedging instrument recognised in the hedging reserve is kept in the reserve until the forecasted transaction occurs. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in other comprehensive revenue and expense is transferred to the net surplus/(deficit) for the year. For derivatives that do not qualify for hedge accounting, any gains or losses arising from changes in fair value are taken direct to the net surplus/(deficit) for the year.

10 Accounts receivable and accruals

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Receivables & accruals	39,593	12,214	39,038	11,054
Less: provision for doubtful debts	(219)	(42)	(188)	(19)
Other	89	41	44	10
Closing balance	39,463	12,213	38,894	11,045

Ageing of receivables & accruals

Not past due	35,374	9,015	37,494	9,369
Past due 1–30 days	1,989	2,089	912	984
Past due 31–60 days	723	576	94	432
Past due 61–90 days	292	209	78	75
Past due over 91 days not impaired	996	283	272	175
Past due over 91 days impaired	219	42	188	19
Closing balance	39,593	12,214	39,038	11,054

Accounts receivable are initially measured at fair value and subsequently measured at amortised cost using the effective-interest-rate method, less any provision for impairment.

11 Property, plant and equipment

CONSOLIDATED	LAND \$'000	BUILDINGS & INFRASTRUCTURE \$'000	COMPUTERS & NETWORKS \$'000	PLANT & EQUIPMENT \$'000	ART COLLECTION, HERITAGE & LIBRARY \$'000	CAPITAL WORK IN PROGRESS \$'000	TOTAL \$'000
Cost & valuation							
Balance as at 1 January 2016	106,600	474,701	31,714	93,248	97,448	77,856	881,567
Additions	412	18,297	6,662	7,006	7,747	103,075	143,199
Disposals & reclassifications	-	-	(4,240)	(11,772)	(2,195)	(44,591)	(62,798)
Transfers	-	-	-	-	-	-	-
Impairment	-	(7,058)	-	-	-	-	(7,058)
Valuation movement	7,800	-	-	-	-	-	7,800
Balance as at 31 December 2016	114,812	485,940	34,136	88,482	103,000	136,340	962,710
Additions	-	53,375	4,250	10,439	7,826	76,423	152,313
Disposals & reclassifications	(21,431)	(1,730)	(3,657)	(8,058)	(3,269)	(82,040)	(120,185)
Impairment	-	(744)	-	-	-	-	(744)
Valuation movement	22,879	24,122	-	-	-	-	47,001
Balance as at 31 December 2017	116,260	560,963	34,729	90,863	107,557	130,723	1,041,095
Depreciation & impairment							
Balance as at 1 January 2016	-	9,487	20,441	53,464	45,892	-	129,284
Depreciation charge	-	16,441	5,387	8,651	6,945	-	37,424
Disposals	-	-	(4,233)	(10,833)	(2,200)	-	(17,266)
Valuation movement	-	-	-	-	-	-	-
Balance as at 31 December 2016	-	25,928	21,595	51,282	50,637	-	149,442
Depreciation charge	-	17,842	5,375	9,145	22,952	-	55,314
Disposals	-	(137)	(3,656)	(8,057)	(3,269)	-	(15,119)
Valuation movement	-	(33,518)	-	-	-	-	(33,518)
Balance as at 31 December 2017	-	10,115	23,314	52,370	70,320	-	156,119
Net book value							
As at 1 January 2016	106,600	465,214	11,273	39,784	51,556	77,856	752,283
As at 31 December 2016	114,812	460,012	12,541	37,200	52,363	136,340	813,268
As at 31 December 2017	116,260	550,848	11,415	38,493	37,237	130,723	884,976

UNIVERSITY	LAND \$'000	BUILDINGS & INFRASTRUCTURE \$'000	COMPUTERS & NETWORKS \$'000	PLANT & EQUIPMENT \$'000	ART COLLECTION, HERITAGE & LIBRARY \$'000	CAPITAL WORK IN PROGRESS \$'000	TOTAL \$'000
Cost & valuation							
Balance as at 1 January 2016	106,600	474,701	31,470	90,136	97,440	78,515	878,862
Additions	412	18,297	6,662	6,454	7,747	103,075	142,647
Disposals & reclassifications	–	–	(4,233)	(10,964)	(2,197)	(45,250)	(62,644)
Impairment	–	(7,058)	–	–	–	–	(7,058)
Valuation movement	7,800	–	–	–	–	–	7,800
Balance as at 31 December 2016	114,812	485,940	33,899	85,626	102,990	136,340	959,607
Additions	–	53,375	4,250	10,208	7,826	76,423	152,082
Disposals & reclassifications	(21,431)	(1,730)	(3,439)	(7,762)	(3,268)	(82,040)	(119,670)
Impairment	–	(744)	–	–	–	–	(744)
Valuation movement	22,879	24,122	–	–	–	–	47,001
Balance as at 31 December 2017	116,260	560,963	34,710	88,072	107,548	130,723	1,038,276
Depreciation & impairment							
Balance as at 1 January 2016	–	9,487	20,205	51,502	45,892	–	127,086
Depreciation charge	–	16,441	5,387	8,186	6,945	–	36,959
Disposals	–	–	(4,233)	(10,828)	(2,200)	–	(17,261)
Valuation movement	–	–	–	–	–	–	–
Balance as at 31 December 2016	–	25,928	21,359	48,860	50,637	–	146,784
Depreciation charge	–	17,842	5,375	8,698	22,952	–	54,867
Disposals	–	(137)	(3,440)	(7,762)	(3,269)	–	(14,608)
Valuation movement	–	(33,518)	–	–	–	–	(33,518)
Balance as at 31 December 2017	–	10,115	23,294	49,796	70,320	–	153,525
Net book value							
As at 1 January 2016	106,600	465,214	11,265	38,634	51,548	78,515	751,776
As at 31 December 2016	114,812	460,012	12,540	36,766	52,353	136,340	812,823
As at 31 December 2017	116,260	550,848	11,416	38,276	37,228	130,723	884,751

Capital work in progress: This is valued on a basis of expenditure incurred and certified gross progress claim certificates up to balance date. Work in progress is not depreciated, and includes borrowing costs on qualifying assets. The total costs of the project are transferred to the relevant asset class on completion and then depreciated accordingly.

Additions: The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Group and the cost of the item can be measured reliably. In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Measurement subsequent to initial recognition for non-revalued assets: Computers and network assets and plant and equipment assets are measured after initial recognition at cost less accumulated depreciation and impairment. Art collections and heritage assets are measured after initial recognition at cost less accumulated impairment.

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

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

CLASS OF ASSET DEPRECIATED	ESTIMATED USEFUL LIFE	DEPRECIATION RATES
Buildings & infrastructure	5–86 years	Straight line
Computers & networks	3–10 years	Straight line
Plant & equipment	2–25 years	Straight line
Art collection, heritage & library	2–100 years	Straight line

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Asset revaluation reserve

	CONSOLIDATED	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Land	106,112	97,041
Buildings & infrastructure	274,707	206,046
Closing balance	380,819	303,087

Land, buildings and infrastructure are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value. Independent registered valuers undertake such revaluations every three years, unless there is reason to suggest that the values have changed materially in the intervening years, in which case a revaluation may be undertaken outside the three-year cycle. Property, plant and equipment revaluation movements are accounted for on a class-of-asset basis. Land, buildings and infrastructure assets were independently valued as at 1 December 2017 by Mr P. Todd, registered valuer with Darroch Limited and member of the New Zealand Institute of Valuers.

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

The valuation of land occupied by non-residential buildings (ie, the campuses) takes into account various aspects, including zoning, title implications, alternative uses, subdivision and development potential. Land is measured at fair value, which is determined by reference to its highest and best use if vacant, in line with market-based evidence.

Non-residential buildings are, for the purposes of the valuation, deemed to be 'specialised assets'. Specialised assets are valued using the optimised depreciated replacement cost methodology that is based on the current gross replacement cost of the building less allowances for physical deterioration and optimisation for obsolescence and relative surplus capacity. Residential buildings and properties located in the Wellington CBD are valued based on the market value that is the estimated price for properties should an exchange occur between a willing buyer and willing seller in an arm's length transaction. As part of the revaluation process, the independent valuer provided the Group with an estimation of useful lives.

Under the Education Act 1989, the University is required to obtain prior consent of the Ministry of Education to dispose of, or sell, assets where the value of those assets exceeds an amount determined by the Minister of Education.

The rate for capitalisation of borrowing costs was 6.5 percent.

12 Intangibles

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Cost & valuation				
Opening balance	25,577	21,025	25,501	20,999
Additions	6,392	5,730	6,381	5,680
Disposals	(3,129)	(1,166)	(3,129)	(1,166)
Reclassifications	–	(12)	–	(12)
Closing balance	28,840	25,577	28,753	25,501

Accumulated amortisation

Opening balance	12,644	9,851	12,618	9,825
Amortisation charge	4,479	3,960	4,479	3,960
Disposals	(2,802)	(1,167)	(2,802)	(1,167)
Closing balance	14,321	12,644	14,295	12,618
Net book value	14,519	12,933	14,458	12,883

Intangible assets represent the Group's major IT systems that have been purchased, developed and implemented. These are capitalised at cost. Subsequent to initial recognition, intangible assets are measured at cost less accumulated amortisation and impairment. Amortisation for intangible assets is calculated using a straight-line basis and the amortisation periods are three to five years, with the expense recognised in the surplus or deficit.

13 Investments in related parties

NAME	PERCENTAGE OWNED	PRINCIPAL ACTIVITY
Controlled entities		
<i>Controlled trusts</i>		
Victoria University of Wellington Foundation	100%	Manages funds raised for the University
Research Trust of Victoria University of Wellington	100%	Conducts academic research
Victoria University of Wellington Art Collection Funding Trust	100%	Supports the University's art collection
Victoria University of Wellington School of Government Trust	100%	Manages funds raised for the University
<i>Subsidiary companies</i>		
Te Puni Village Limited	100%	Provides student accommodation
Victoria Link Limited	100%	Commercialises research
iPredict Limited	100%	Non-trading
Predictions Clearing Limited	100%	Non-trading
Wetox Limited	100%	Develops waste-water-treatment technology
Boutiq Science Limited	84%	Provides nanoparticle solutions
New Zealand School of Music Limited	100%	Non-trading
Auramer Bio Limited	61%	Develops aptamer-sensing technologies
General Cable Superconductors Limited	100%	Manufactures high temperature superconducting cable

All controlled entities have a 31 December balance date.

NAME	PERCENTAGE OWNED	PRINCIPAL ACTIVITY
Associates		
Crablink Limited	20%	Conducts software development
Fiero Interactive Limited	20%	Conducts software development
Point Zero Limited	20%	Digital application for mobile, web and virtual reality
EdPotential Limited	40%	Develops educational software
Ferronova Pty Limited	34%	Develops medical diagnostic devices
Avalia Immunotherapies Limited	31%	Develops cancer immunotherapies

14 Accounts payable and accruals

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Accounts payable	7,414	6,158	6,002	5,357
Contract retentions	1,804	2,052	1,804	2,052
Deposits held on behalf of students	11,824	8,695	11,824	8,695
Other accruals	31,879	31,769	29,913	29,550
Closing balance	52,921	48,674	49,543	45,654

Short-term creditors and other short-term payables are initially recognised at fair value and subsequently measured at amortised cost using the effective-interest-rate method.

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

15 Revenue in advance

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Pre-paid tuition fees	12,024	13,629	11,622	13,524
Deferred revenue on research contracts	20,866	16,853	–	–
Other revenue in advance	9,514	6,921	9,509	6,896
Closing balance	42,404	37,403	21,131	20,420

16 Employee entitlements

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Current liabilities				
Annual leave	15,246	14,741	15,008	14,568
Retirement & long-service leave	1,943	1,717	1,943	1,717
Closing balance	17,189	16,458	16,951	16,285

Non-current liabilities

Retirement & long-service leave	18,852	17,045	18,852	17,045
Closing balance	18,852	17,045	18,852	17,045

The retirement and long-service leave were independently assessed as at 31 December 2017 by Mr Charles Hett MA FNZSA, an actuary with Deloitte.

An actuarial valuation involves the projection, on a year-by-year basis, of the long-service leave and retirement leave benefit payment, based on accrued services in respect of current employees. These benefit payments are estimated in respect of their incidence according to assumed rates of death, disablement, resignation and retirement, allowing for assumed rates of salary progression. Of these assumptions, the discount, salary progression, retirement age and resignation rates are the most important. The projected cash flow is then discounted back to the valuation date at the valuation discounted rates. The present obligation appears on the statement of financial position and movements in those provisions are reflected in the statement of comprehensive revenue and expense.

The discount rate applied was a single rate of 2.72 percent (2016: 3.36 percent). The salary projections assume a 1.25 percent increase every year (2016: 1.5 percent). Resignation rates vary with age and the length of service and are reflective of the experience of company superannuation schemes of New Zealand. No explicit allowance has been made for redundancy.

Employee entitlements are recognised when the University has a present obligation (legal or constructive) as a result of a past event and 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.

Liabilities in respect of employee entitlements that are expected to be paid or settled within 12 months of balance date are accrued at nominal amounts calculated on the basis of current salary rates. Liabilities in respect of employee entitlements that are not expected to be paid or settled within that period are accrued at the present value of expected future payments, using discounted rates as advised by the actuary.

Annual leave for all staff has been accrued based on employment contract/agreement entitlements using current rates of pay. Annual leave is classified as a current liability. Long service leave has been accrued for qualifying general staff.

17 Deferred revenue—contractual obligation

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Opening balance	3,872	5,260	3,872	5,260
Research revenue recognised	(670)	(1,388)	(670)	(1,388)
Closing balance	3,202	3,872	3,202	3,872

Made up of:

Current portion	3,202	3,872	3,202	3,872
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The University has an obligation, as a result of two research teams transferring into the University from Callaghan Innovation Limited, a Crown research institute. The University has committed to funding these two teams, which became the Robinson and Ferrier Institutes, during their establishment phase. This contractual obligation provision was assigned a fair value and a liability has been recognised.

18 Bank borrowings

The University entered into the following loan facility agreements.

NAME OF BANK	FACILITY LIMIT	TERM	TRANCHE A	TRANCHE B
Bank of New Zealand	\$75m	Split equally between 3 & 5 years	Limit \$37.5m Maturity October 2018	Limit \$37.5m Maturity October 2020
ASB Bank Limited	\$75m	Split equally between 3 & 5 years	Limit \$37.5m Maturity October 2018	Limit \$37.5m Maturity October 2020

These facilities were approved by the Secretary for Education for the purposes of funding the University's long-term capital development programme.

The facilities under the Loan Agreements are unsecured, but the lending banks receive the benefit of various financial and other covenants under a Negative Pledge Deed.

As at 31 December 2017, \$120m (2016: \$105m) of the above facilities have been drawn down. They are made up of \$75m Tranche A and \$45m Tranche B. Interest rates on borrowings are reset for a period not exceeding 180 days.

Borrowings are initially recognised at the amount borrowed plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective-interest-rate method. Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after balance date.

Interest rate swaps with a total face value of \$65m are in place to hedge the \$120m of borrowings drawn down by the University at balance date (2016: \$30m face value of interest rate swaps to hedge \$105m of borrowings).

19 Finance leases

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Total minimum lease payments payable				
No later than 1 year	831	750	831	750
Later than 1 year & not later than 5 years	–	911	–	911
Total	831	1,661	831	1,661
Future finance charges	(41)	(120)	(41)	(120)
Present value of minimum lease payments	790	1,541	790	1,541
Present value of minimum lease payments payable				
No later than 1 year	790	710	790	710
Later than 1 year & not later than 5 years	–	831	–	831
Closing balance	790	1,541	790	1,541

Finance leases have been entered into for administrative and scientific equipment to support research. The fair value of finance leases has been determined using contractual cash flows discounted using a rate based on market borrowing rates at balance date from 2.48 percent to 2.61 percent (2016: 2.51 percent to 3.5 percent). The University will own the assets at the end of the lease.

The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement at inception date, whether fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement.

Finance leases, which transfer 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 asset or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability to achieve a constant rate of interest on the remaining balance of the liability.

20 Related parties

Related party disclosures have not been made for transactions with related parties that are within a normal client/recipient relationship on terms and conditions no more or less favourable than those that are reasonable to expect that the Group would have adopted in dealing with the party at arm's length in the same circumstances.

a) Transactions with key management personnel

Key management personnel represent Council members and staff in key strategic positions (including senior leaders reporting directly to the Vice-Chancellor).

Council remuneration includes meeting fees and honoraria paid to Council members, but excludes salaries paid to Council members who are also staff members of the University (including the Vice-Chancellor and two other staff members on Council).

	CONSOLIDATED	
	ACTUAL 2017	ACTUAL 2016
Council members		
Remuneration	\$228,000	\$220,000
Members	12	12
Senior leadership team		
Remuneration	\$4,181,000	\$3,916,000
Members	14	15
Total key management personnel remuneration	\$4,409,000	\$4,136,000
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Directors' fees		
Victoria Link Limited	39	39
Auramer Bio Limited	11	17
Total	50	56

21 Commitments

Property, plant and equipment

Detailed below are those projects for which firm commitments have been made at 31 December 2017. Commitments include planned maintenance costs and capital expenditure projects.

	CONSOLIDATED	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Total contracted projects	59,144	73,377

Non-cancellable leases and other commitments—the Group as lessee

The University has entered into commercial leases on certain land and buildings (remaining terms of between 5.5 to 77 years) and equipment (average term of 3 years) with no renewal option included in the contracts. There are no restrictions placed upon the lessee by entering into these leases. Future minimum rentals payable under non-cancellable operating leases are as follows.

	CONSOLIDATED	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Due not later than 1 year	15,725	13,235
Due between 1–5 years	51,481	51,539
Due later than 5 years	94,928	107,836
Total	162,134	172,610

Non-cancellable leases and other commitments—the Group as lessor

Property is leased under operating leases. The majority of these leases have a non-cancellable term of 36 months. The future aggregate minimum lease payments to be collected under non-cancellable operating leases are as follows.

	CONSOLIDATED	
	ACTUAL 2017 \$'000	ACTUAL 2016 \$'000
Due not later than 1 year	542	539
Due between 1–5 years	1,645	1,791
Due later than 5 years	692	1,021
Total	2,879	3,351

No contingent rents have been recognised during the year.

22 Equity and capital management

Equity is the Crown's interest in the Group, measured as the difference between total assets and total liabilities. Equity is made up of the following components:

- Accumulated surplus.
- The cash flow hedging reserve, which reflects the revaluation of derivatives designated as cash flow hedges. It consists of the cumulative effective portion of net changes in the fair value of these derivatives.
- The asset revaluation reserve, which reflects the revaluation of those property, plant and equipment items that are measured at fair value after initial recognition.
- The non-controlling interest is the portion of subsidiaries not 100 percent owned.

The Group's capital is its equity, which is represented by net assets. The Group is subject to the financial management and accountability provisions of the Education Act 1989, which includes restrictions in relation to disposing of assets or interests in assets, ability to mortgage or otherwise charge assets or interests in assets, granting leases of land or buildings or parts of buildings and borrowing. The Group manages its revenues, expenses, assets, liabilities, investments and general financial dealings prudently, and in a manner that promotes the current and future interests of the community. The objective of managing the Group's equity is to ensure that it effectively and efficiently achieves the goals and objectives for which it has been established, while remaining a going concern.

23 Events after balance date

There were no events subsequent to balance date requiring disclosure in the financial statements (2016: nil).

24 Explanations of major variances against budget

Explanations for major variations against the budget information are as follows.

Statement of comprehensive revenue and expense

- Total tuition fees were \$2.4m unfavourable to budget as a result of decreased domestic student numbers.
- Research revenue was \$10.5m favourable to budget as a result of an increase of NZAid-funded students and external research contract revenue.
- Other revenue was \$11.1m favourable to budget as a result of proceeds from the disposal of various fixed assets.
- People costs were \$1.6m unfavourable to budget as a result of increased costs associated with external research contracts, funded through additional revenue.
- Operating costs were \$7.9m unfavourable to budget as a result of additional costs associated with research contract revenue and NZAid funding.
- Depreciation was \$15.6m unfavourable to budget as a result of the change in estimated useful lives for certain library assets.

Statement of financial position

- Cash and cash equivalents were \$17.9m higher than budget as a result of cash received from additional external research revenue, asset sales and 2018 revenue being paid earlier than budgeted.
- Accounts receivable were \$28.8m higher than budget as a result of funds being received after balance date.
- Property, plant and equipment was \$37.4m higher than budget as a result of revaluation gains.
- Revenue in advance was \$13.7m higher than budget as a result of 2018 revenue being paid earlier than budgeted.
- Other reserves were \$79.8m higher than budget as a result of the revaluation of certain fixed assets.

Council

Membership for 2017

Officers

Chancellor

Sir Neville Jordan KNZM (2015) CNZM (2008)

Pro-Chancellor

Neil Paviour-Smith

Vice-Chancellor

Professor Grant Guilford

Chair, Finance Committee

Roger Taylor MNZM

Members

Robyn Bargh CNZM

2016–19

Professor Grant Guilford

2014–

Jacinta Gulasekharam

2016–17

Traci Houpapa MNZM

2016–19

Associate Professor Kate Hunter

2016–17

Dr Carwyn Jones

2016–19

Sir Neville Jordan

2013–17

Alexandria Mark

2017–18

Neil Paviour-Smith

2013–19

Dr Farib Sos MNZM

2016–18

Roger Taylor MNZM

2011–17

Dame Therese Walsh DNZM

2016–19



Council 2017

Back, from left: Alexandria Mark, Dr Farib Sos, Associate Professor Kate Hunter, Neil Paviour-Smith (Pro-Chancellor), Dr Carwyn Jones

Front, from left: Jacinta Gulasekharam, Roger Taylor, Traci Houppapa, Sir Neville Jordan (Chancellor), Professor Grant Guilford (Vice-Chancellor), Caroline Ward (Secretary to Council), Robyn Bargh, Dame Therese Walsh

Meetings and payments

The payments to Council members listed below include attendance at Council and committee meetings during 2017. The Vice-Chancellor, Professor Grant Guilford, is not eligible to receive fee payments.

NAME	COUNCIL MEETINGS		COMMITTEE MEETINGS		PAYMENT (\$)
	ELIGIBLE TO ATTEND	ATTENDED	ELIGIBLE TO ATTEND	ATTENDED	
Robyn Bargh	11	11	7	6	18,333
Grant Guilford	11	10	21	21	n/a
Jacinta Gulasekharam	11	10	9	5	18,333
Traci Houppapa	11	8	4	1	18,333
Kate Hunter	11	11	4	2	18,333
Carwyn Jones	11	9	13	10	18,333
Neville Jordan	11	10	28	24	40,000
Alexandria Mark	11	11	4	4	18,333
Neil Paviour-Smith	11	10	27	24	22,917
Farib Sos	11	11	4	4	18,333
Roger Taylor	11	10	13	11	18,333
Therese Walsh	11	9	7	6	18,333

Disclosures

as at 31 December 2017

Robyn Bargh

- Director, Huia (NZ) Ltd
- Director, Māori Arts and Crafts Institute
- Chair, Māori Literature Trust
- Deputy chair, Te Runanga o Ngāti Kea Ngāti Tuara
- Affiliate trustee, Te Arawa Group Holdings Ltd

Professor Grant Guilford

- Director, New Zealand School of Music Ltd
- Trustee, Victoria University of Wellington Foundation Board of Trustees
- Board member, New Zealand China Council
- Board member, Wellington Regional Economic Development Agency Ltd
- Committee member, Wellington Regional Economic Development Agency Risk and Audit Committee

Jacinta Gulasekharam

- Director, Dignity Ltd

Traci Houpapa

- Director, Agriculture Services Ltd
- Director, Landcorp Estates Ltd
- Director, Landcorp Holdings Ltd
- Director, Landcorp Pastoral Ltd
- Director, Maximum Potential Management Consultants Ltd
- Director, Ontario Teachers' Pension Plan New Zealand Forestry Investments Ltd
- Director, Predator Free 2050 Ltd
- Director, Primary ITO
- Director, Traci Houpapa Consulting Group Ltd
- Director, Tūhono Whenua Horticulture Ltd
- Chairman, Federation of Māori Authorities
- Chairman, Hineuru Holdings Ltd
- Chairman, Hineuru Property Ltd
- Chairman, Landcorp Farming Ltd
- Chairman, National Advisory Council on the Employment of Women (Ministerial appointment)
- Chairman, Our Land and Water National Science Challenge, Kahui
- Chairman, W3 Wool Unleashed
- Deputy Crown co-chair, Waikato River Authority

- Committee member, Oranga Tamariki Audit and Risk Committee

- Honorary advisor, Asia New Zealand Foundation

Associate Professor Kate Hunter

- Advisor, Victoria University Press Advisory Board

Dr Carwyn Jones

- Trustee, Tātau Tātau o Te Wairoa Trust

Sir Neville Jordan

- Executive chair, Endeavour Capital Ltd, New Zealand
- Chair, Endeavour Capital Ltd, Ghana
- Chair, Endeavour Sustainable Investment AG, Germany
- Chair, Jordan Foundation
- Chair, New Zealand Indonesia Council
- Chair, Tertiary Education Commission Engineering e2 steering group
- Trustee, Victoria University of Wellington Foundation Board of Trustees
- Trustee, Royal Society New Zealand Foundation
- Trustee, Royal New Zealand Navy Museum Board

Alexandria Mark

- President, UniQ Victoria University of Wellington
- Advocacy officer, Victoria University of Wellington Feminist Law Society

Neil Paviour-Smith

- Managing director, Forsyth Barr Ltd
- Director, Forsyth Barr Subsidiaries and Entities:
 - Forsyth Barr Asia Ltd (Hong Kong registered)
 - Forsyth Barr Cash Management Nominees Ltd
 - Forsyth Barr Custodians Ltd
 - Forsyth Barr Group Ltd
 - Forsyth Barr (Hamilton) Ltd
 - Forsyth Barr Investment Management Ltd
 - Leveraged Equities Finance Ltd
- Director, Chartered Accountants Australia and New Zealand
- Director, Chartered Accountants Australia and New Zealand, New Zealand Regulatory Board
- Director, NZ Art Show Ltd
- Director, The New Zealand Initiative Ltd

- Chair, Wadestown School Board of Trustees
- Trustee, New Zealand Affordable Art Trust
- Trustee, New Zealand Visual Arts Trust
- Member, Tertiary Education Commission Sector Reference Group

Dr Farib Sos

- Executive chair, Asia Forum Wellington
- New Zealand honorary adviser, Asia New Zealand Foundation
- Chapter chair, Asean New Zealand Business Council
- Council member, New Zealand Indonesia Council
- Trustee, Asia Pacific Research Institute
- Trustee, Kandy Connection
- Trustee, Victoria University of Wellington Foundation Board of Trustees

Roger Taylor

- Director, McKee Nominees Ltd
- Director, Port of Taranaki Ltd
- Trustee, Chamber Music New Zealand Foundation
- Trustee, McKee Trust
- Trustee, Nelson Music Festival Foundation
- Trustee, Nelson Music Festival Trust
- Trustee and chair, Nelson School of Music
- Independent chair, New Zealand Symphony Orchestra Audit Committee

Dame Therese Walsh

- Director, Air New Zealand Ltd
- Director, ASB Bank Ltd
- Director, Freeview Television Ltd
- Director, NZOOM Ltd
- Director, NZX Ltd
- Director, On Being Bold Ltd
- Director, Therese Walsh Consulting Ltd
- Director, TVNZ International Ltd
- Director, TVNZ Investments Ltd
- Chair, Television New Zealand Ltd
- Board member, Antarctica New Zealand
- Member, Ministry of Business, Innovation and Employment Major Events Investment Panel
- Trustee, Wellington Regional Stadium Trust
- Ambassador, Wellington Homeless Women's Trust



Senior Leadership Team

Senior Leadership Team (as at December 2017)

Standing, from left: Professor Jennifer Windsor, Pro-Vice-Chancellor and Dean of Humanities and Social Sciences and Pro-Vice-Chancellor of Education; Professor Mark Hickford, Pro-Vice-Chancellor and Dean of Law; Annemarie de Castro, Director Human Resources; Vicki Faint, Executive Assistant to the Vice-Chancellor; Professor Frazer Allan, Deputy Vice-Chancellor (Engagement); Professor Ian Williamson, Pro-Vice-Chancellor and Dean of Commerce; Professor Kate McGrath, Vice-Provost (Research); Professor Linda Trenberth, Vice-Provost (Academic and Equity)

Seated, from left: Mark Loveard, Chief Operating Officer; Professor Rawinia Higgins, Deputy Vice-Chancellor (Māori); Professor Grant Guilford, Vice-Chancellor; Professor Wendy Larner, Provost; Professor Mike Wilson, Pro-Vice-Chancellor of Science, Engineering, Architecture and Design

Disclosures

Professor Frazer Allan

- Director, Skill Tracker Ltd
- Director, Victoria Link Ltd
- Trustee, Victoria University of Wellington Art Collection
- Trustee, Victoria University of Wellington Art Collection Funding Trust
- Trustee, Wellington Trails Trust
- Board member, Wellington Chamber of Commerce

Annemarie de Castro

- Director, Adams Properties (Blenheim) Ltd

Professor Grant Guilford

- Director, New Zealand School of Music Ltd
- Trustee, Victoria University of Wellington Foundation Board of Trustees
- Board member, New Zealand China Council
- Board member, Wellington Regional Economic Development Agency Ltd
- Committee member, Wellington Regional Economic Development Agency Risk and Audit Committee

Professor Mark Hickford

- Committee member, Michael and Suzanne Borrin Foundation Grants and Scholarships Committee

Professor Rawinia Higgins

- Commissioner, Te Taura Whiri i te Reo Māori / Māori Language Commission
- Deputy chair, Māori Knowledge Development PBRF Review Panel, Tertiary Education Commission
- Member, Waitangi Tribunal
- Board member, Ngā Pae o te Māramatanga
- Board member, Te Māngai Pāho / Māori Broadcasting Funding Agency
- Board member, Te Mātāwai (Ministerial appointment)

Professor Wendy Larner

- President, Royal Society Te Apārangi
- Director and trustee, Antipode Foundation
- Trustee, Royal Geographical Society

Mark Loveard

- Director, Strategy 2 Results Ltd
- Director, Te Puni Village Ltd
- Director, Victoria Link Ltd

Professor Kate McGrath

- Director, Auramer Bio Ltd
- Director, Callaghan Innovation
- Director, National Energy Research Institute
- Director, Wetox Ltd
- Chair, iPredict Ltd
- Chair and member, Physical Science Investment Panel, Return on Science
- Chair, Predictions Clearing Ltd
- Chair, Research Trust of Victoria University of Wellington
- Chair, Victoria Link Ltd

Professor Mike Wilson

- Director, Victoria Link Ltd
- Trustee, Malaghan Trust Board
- Board member, MacDiarmid Institute Governance Representative Board
- Board member, Maurice Wilkins Centre
- Board member, New Zealanders for Health Research

Professor Jennifer Windsor

- Trustee, Adam Art Gallery

Professor Ian Williamson

(Term began 8 June 2017)

- Director, S3 Futures Ltd

Nothing to disclose

Professor Bob Buckle

(Until 5 June 2017)

Dr Chris Eichbaum

(Until 30 June 2017)

Professor Linda Trenberth

(Term began 3 July 2017)



