**Goal 4: High Performing Organisation**
CPIT will be recognised as a high performing organisation by operating as a responsive, progressive and sustainable vocational education training provider.

<table>
<thead>
<tr>
<th>Workforce</th>
<th>2014 Actual</th>
<th>2014 Budget</th>
<th>TEC Revised Target</th>
<th>2013 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve tutor/student ratio</td>
<td>1:16.5</td>
<td>1:16</td>
<td></td>
<td>1:17</td>
</tr>
<tr>
<td>Staffing budget is less than 60% of total income</td>
<td>60%</td>
<td>60%</td>
<td></td>
<td>58%</td>
</tr>
<tr>
<td>Rating achieved in benchmarked culture survey in each of the categories of: vision, performance, developing people, collaboration, management, leadership</td>
<td>Changed survey</td>
<td>&gt;4.0 survey</td>
<td></td>
<td>Changed survey</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital Asset Management System (CAMS) Environment</th>
<th>2014 Actual</th>
<th>2014 Budget</th>
<th>TEC Revised Target</th>
<th>2013 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPIT carbon footprint and baseline identified, and improvement strategies and targets to reduce carbon footprint implemented</td>
<td>3,103 tonnes CO₂</td>
<td>&lt;2,861 tonnes CO₂</td>
<td></td>
<td>2,861 tonnes CO₂</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial</th>
<th>2014 Actual</th>
<th>2014 Budget</th>
<th>TEC Revised Target</th>
<th>2013 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve lowest possible outcome success status as assessed under the TEIFM criteria given the post-earthquake environment</td>
<td>Low</td>
<td>Low</td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Achieve operating surplus in 4-6% range</td>
<td>6.0%</td>
<td>4% to 6%</td>
<td></td>
<td>9.3%</td>
</tr>
<tr>
<td>Achieve validation of ongoing effective management of risk through annual internal audit against the Risk Management framework and effectively address any issues identified</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>
Performance Overview and Evaluation

Workforce

CPIT continues to recognise that staff culture and satisfaction is a significant factor contributing to organisational success. The culture survey tool for benchmarking performance established in 2013 has been run again in 2014. The survey was split into 14 sections with approximately 4-5 questions per section. The scores for the key sections identified are below. These are the weighted mean score of all respondents — i.e. this was calculated based on the percentage of staff supporting the question by responding on the agreement side of the continuum. A score of 70% represents a 70% positive response.

1. Common Purpose – 70.4% (70.3% 2013)
   - Staff rated their sense of having a common goal within the organisation and an understanding of how their role contributes to those goals.

2. Quality and Performance Focus – 68.7% (67.8% 2013)
   - Staff rated the expectation of high standards of performance from staff and whether the organisation delivers high standards to its customers.

3. Communication and Cooperation – 61.5% (59.3% 2013)
   - Staff rated communication from the organisation to staff and vice versa; and the sharing of knowledge and information between teams in the organisation.

4. Wellbeing – 64.4% (63.5% 2013)
   - Staff rated levels of work-related stress, work-life balance and whether they believe employees are treated fairly within the organisation.

5. The person I report to – 78.9% (78.6% 2013)
   - Staff rated communication of goals and objectives, encouragement provided and that the person they report to treats people with respect.

Overall the survey results are pleasing across all areas, and show some progress in terms of the benchmark levels established in 2013. Similar progress is seen when looking at the benchmark organisation groups. The continuing score levels in 'common purpose', 'quality and performance focus' and 'the person I report to' support the view that CPIT is growing a culture of goal-oriented, unified performance with strong teams. The improvement in scores reported for 'communication and cooperation' and 'wellbeing' suggest that the additional effort in those areas, particularly organisation-wide communication and wellbeing initiatives, is having the desired effect. The survey results have been considered by all teams across CPIT and for 2014/2015 action plans. These plans focus on areas identified from the results as needing improvement, and have been agreed by the leadership team. Leadership teams across the organisation are expected to monitor the implementation of their action plans and report back to Te Kahui Manukura on their progress.

*Staff culture data was provided from the IBM (prev. Kenexa) NZ Workplace Survey, for which CPIT had an overall response rate of 73.4% in 2014. The total number of employees who received the survey was 1026, and the number of employees who responded was 754.

Carbon Footprint

CPIT’s carbon footprint measure is based on a calculation of carbon emissions arising from vehicle fuel usage, HVAC use, land and air travel and waste materials to landfill. The 2014 figure of 3,103 tonnes is 8.5% higher than the 2013 level, but still below the 2012 level of 3,134 tonnes. Between 2013 and 2014, there was a reduction in landfill waste, but an increase in the carbon footprint relating to facilities-related pollution, air travel and vehicle use. Key contributing factors were likely to be increasing staff and student numbers, as well as significant facilities development work. The reduction in landfill waste shows that campus-wide initiatives around recycling and waste management have been a success.

In 2014, the CPIT Council set aspirations, goals and processes for embedding sustainable practice across the organisation, to be achieved through the establishment of a crossinstitutional Sustainability Implementation Team. All aspects of sustainability: Financial, Compliance, Environmental and Social, are incorporated and aligned with CPIT’s strategic plan. Projects underway in 2014 included:

- A review of the supply chain and procurement policy, incorporating supply chain accountability, alignment and behaviour change
- Identifying environmental measures to improve management and use of resources
- Auditing waste to landfill
- Effective measurement of social data to provide baseline measures for social equity, equal opportunity and social justice
- Green build and Green organisation alignment through the Campus Masterplan process
- Implementation of a Sustainability Infoweb page in order to communicate sustainability aspirations and activities across the organisation
- Establishment of Student Voice to communicate CPIT’s student body views, aspirations and goals for sustainability in their learning environment
- A review of CPIT policies to reflect CPIT’s sustainability aspirations
- The Early Learning Centre commenced a process of embedding sustainable practice in all aspects of their planning.

Further areas identified for development in 2015 include:
• Embedding sustainable practice in learning and teaching
• Developing staff capability in sustainability
• Exploring opportunities for diversified income and commercialisation of CPIT’s sustainability initiatives
• Further collaboration across the tertiary sector, industry and community both regionally and globally in order to achieve CPIT’s sustainability aspirations

Financial
CPIT is measured for financial sustainability and risk against a framework put in place by the Tertiary Education Commission. CPIT has a target of retaining its low risk status when measured under this framework. For 2014, using this framework, CPIT was assessed as being a “low risk” tertiary institution.

The operating surplus % is calculated before earthquake related proceeds and expenditure are taken into account. CPIT posted a strong operating surplus for the year at 6.0%, which is consistent with the budget target of 4% to 6%. An Operating Surplus of +6% scores a low risk assessment on this measure.

Tuition income was in line with budget expectations due to the Government funding guarantee being in place and some additional unbudgeted funding streams for Youth Guarantee and specific additional funding for students under 25 years. Domestic fees income was below budget target due to slightly lower student numbers than expected. This was offset by strong international fees income. Overall educational delivery income was in line with budget while other sources of income outperformed budget. Non-educational income exceeded budget in the following areas: facilities hire, research grants, radio advertising, restaurant revenue and income on investments.

Employee benefit expenditure has grown from 2013, but was in line with 2014 budget expectations. General operating expenses were lower than budget, primarily within the teaching departments. Lower insurance costs than anticipated resulted in occupancy costs also being under budget. Depreciation was over target due to higher levels of computer leasing and increased depreciation on a building (C block) as a result of a reduction to its expected useful life.

The surplus including abnormal items was considerably below budget due to the net impact of earthquake related repairs and insurance only representing work completed as at yearend.

The CPIT Risk Management framework is embedded across the organisation and is reviewed at least quarterly by the CPIT Council and Management Team. All risks are ranked and prioritised based on impact and probability of occurrence. Risk owners are identified and mitigation strategies are documented and reported on to Governance and Management. For further verification, the CPIT Risk Management process is regularly reviewed as part of the internal audit programme.