

# Annual Report 2020





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# Careerforce

## Who Are We?

Careerforce supports workplace-based training, enabling employees to achieve nationally recognised qualifications, and deliver superior outcomes across the health and wellbeing sectors.

As an Industry Training Organisation, we have two key functions:

### 1 Careerforce is a standard setting body.

Careerforce works closely with stakeholders and employers across our sectors to identify their workforce skill requirements and standards. Working with the New Zealand Qualifications Authority (NZQA), we are responsible for developing these standards into nationally recognised qualifications (New Zealand Certificates or Diplomas), with regular reviews to ensure they continue to meet the evolving needs of the workforce.

Education providers including Polytechnics, Wananga and Industry Training Organisations can then develop NZQA-approved training programmes that lead to the attainment of these qualifications. These may be “off-job” (class-room based) learning, “on-job” (workplace based) training, or a combination of the two. Our moderation systems ensure that regardless, trainee performance meets required graduate outcomes, crucial to qualification integrity.

### 2 Careerforce supports on-job-training.

Careerforce has developed “on-job” training programmes that recognise and respect the knowledge and skills that workers already have. The training is employer-led, where the employer is responsible for the delivery of training, and assessment of employees who are enrolled in Careerforce programmes. Careerforce does not deliver training but we provide support to employers and their employees, including workforce development planning, the provision of learning and assessment resources, and pastoral care to support trainee success.

# Our Values

## Kaitiakitanga Upholding responsibilities

We are committed to our responsibilities, delivering on our purpose and enhancing the wellbeing of the communities we serve.



## Kotahitanga Connecting people

We come together to improve the health and wellbeing of New Zealanders.



## Manaakitanga Honouring others and ourselves

We respect and care for each other and provide an environment where everyone can participate in a meaningful way.





# Board Chair Report

Fiona Pimm



## 2020 will forever be remembered as the year of COVID-19.

However, for Careerforce and its fellow ITOs, we also had to contend with the continuing implementation of the Reform of Vocational Education (RoVE). Despite these major disruptions I am pleased to be able to report a very credible performance by the Careerforce team. This was achieved through the ongoing support of our stakeholders, who provide strong vocational learning in the essential health and wellbeing sectors. I thank all of our stakeholders for their contribution and commitment during a year that had so many additional challenges.

From a financial performance perspective, 2020 delivered an unplanned positive result, due to increased government investment in training in response to forecast negative impacts of the COVID-19 pandemic. From a revenue perspective, the introduction of the Targeted Training and Apprenticeship Fund (TTAF) and the Apprenticeship Boost Fund by the Government resulted in increased enrolments in the second half of the year (2,243 more than originally forecast for 2020). TTAF and the Apprenticeship Boost initiative have provided some much-requested financial support from the Government for employers committed to training and qualifying their employees. Both initiatives have been very well received by the sectors Careerforce serves.

From an expenditure perspective, COVID-19 restrictions reduced expenditure in a number of areas as we ensured we were fiscally responsible to meet the conditions presented. The equity position of Careerforce improved by \$1.1 million on the previous year, and this reflects the reported surplus for 2020.

The implementation of RoVE is starting to gather pace in 2021. At its simplest level, Careerforce performs two essential functions; standard setting, and arranging workplace training, and Careerforce continues to work with the Tertiary Education Commission (TEC) on transition planning for each.

The standard setting function is expected to be transitioned across to the new Community, Health, Education & Social Services Workforce Development Council (CHESS WDC) later in 2021. This will have an impact on the shape and size of Careerforce, as some staff may transition across to the new WDC.

The arranging workplace training function is a more challenging and longer time frame transition and is not expected to be completed until December 2022. The magnitude of these changes cannot be understated, and while significant uncertainties remain, Careerforce has a very clear focus on continuing to deliver better educational outcomes for the foreseeable future. We expect there to be significant stakeholder engagement across 2021 as we firm up our transition plans with TEC.



ANISHA GHIMIRE  
CAREGIVER  
CHATSWOOD RETIREMENT VILLAGE

I would like to acknowledge the outstanding work of the Careerforce staff across 2020. This past year certainly had the makings of a very disruptive year and the potential for significant adverse impacts upon organisational performance. It is a credit to the leadership, and the entire Careerforce whānau, that they managed to successfully navigate the disruption and uncertainties posed by RoVE and COVID-19 to deliver a very commendable performance.

I would also like to acknowledge my fellow Board members for the role they have played in supporting Careerforce through

2020. Many were also contending with the dramatic impacts of COVID-19 across their own organisations.

Despite the ongoing uncertainties posed by RoVE, the Careerforce organisation remains steadfastly committed to delivering superior outcomes for its employer partners, and its learners. A strategic imperative throughout 2020 was about being 'better over bigger' and driving through initiatives that will improve learner outcomes. Early signals in 2021 indicate that these appear to be proving very effective.

Ngā mihi nui,  
Fiona



# Chief Executive Report

Jane Wenman



## Careerforce began 2020 with a focus on increasing learner achievement.

Our strategic priority was to ensure learners were given every opportunity to complete their programme. To assist, Careerforce expanded our support methods to better meet the needs of learners. We could never have foretold the huge demands that would be placed on the essential workers as the year unfolded. COVID-19 demanded the attention of all involved in health and wellbeing mahi which often led to the need to sacrifice other less urgent activities.

This change in focus was demonstrated in Careerforce's own performance metrics, where the patterns of learning and assessment completion were very disrupted over the year. While the number of our programme completions remained stable, they did not meet our original goals. This was expected under the circumstances and while our initial strategic priority was diverted, I am pleased with the agility demonstrated by Careerforce in meeting the needs of our stakeholders.

The company swiftly transitioned to remote working and implementing enhanced support mechanisms virtually wherever this was possible as New Zealand worked through the different COVID-19 alert level changes. The use of virtual support methods has continued where we found this was a successful learning option.

Following an identified need for access to technology, with funds from the Tertiary Education Commission (TEC), we were able to purchase a bank of laptops and data for learners that were having difficulties accessing technology when they needed it. An evaluation of this initiative has demonstrated strong benefits for those involved. It is our intention to continue to offer learners access to this technology where it is of value.

In collaboration with the Ministry of Health, Careerforce was excited to assist in pulling together various learning modules related to COVID-19 as a part of our contribution to supporting New Zealand through these tumultuous times. These have been well received and were a clear demonstration of the agility and expertise held within Careerforce.

In 2020, we made great strides in embedding a companywide strategic approach to supporting our Māori learners in their journey of achievement. The introduction of "Whaia Te Whanaungatanga", the Careerforce Māori Strategy for 2020-21, has seen the introduction of five key focus points that guide the pathway towards equitable achievement for Māori trainees and apprentices. An important component of this is providing a journey that validates Māori learners identity and culture. We have formed Te Whānau Āwhina, a rōpū of our Māori staff who are passionate about supporting Careerforce to build their bi-cultural confidence in navigating te ao Māori. While there is still much



to do, the passion and commitment from all the Careerforce whānau has already contributed to very encouraging progress. We continue to build on this every day.

At Careerforce, we have, over a number of years, been creating a qualification pathway for the kaiāwhina workforce. Our sectors told us that there needed to be a continual learning journey to enable increased job competency and skills. In reviewing our data of the last five years, we can now see the impact of this change in approach. In 2015, some 42% of our learners were completing a level 2 qualification with only 15% completing a level 4 qualification. Contrast this to 2020, where 27% of learners worked towards a level 2 qualification and we saw a significant increase at level 4 to 33% of learners. This is a reflection of the changing dynamic of the kaiāwhina workforce and the need for increased competency levels. Careerforce is pleased to be able to contribute to this important progression.

There is much ahead for 2021. We have reviewed our progress over 2020 and return to our strategic priority of increasing the achievement of our learners over the length of their programme. Research was commissioned to identify the barriers to completion and the whole organisation is implementing actions to remove these barriers where possible. This will be continually evaluated to identify successful

initiatives that can be further spread across the network of learners.

Since February 2019, the Reform of Vocational Education (RoVE) has impacted on the future path of Careerforce. In 2021, we expect to see the impacts of some of the reforms, with the Workforce Development Councils being established and decisions made on the destination of Careerforce's "arranging training" function. We will continue to evaluate, and present to our sector stakeholders, the viable options for transition based on their merit so that informed decisions can be made. With the absolute criticality of our sectors, alongside the newly announced major transformation in New Zealand's healthcare system (stemming from the Government-appointed Health and Disability Systems Review), Careerforce is resolute that changes made to vocational education in the hauora sectors are of benefit rather than detriment.

I close with a whakatauki that embodies the Careerforce whānau and all of those that work in the sectors we serve. All have embraced pukumahi (hard work) and I thank and respect everyone for their efforts over the past year.

### Whakanuia te tangata ringa raupā

*Respect a person with calloused hands*

Ngā mihi nui,  
Jane



“We were encouraged to **hongihongia te whewheia**, to ‘embrace the uncomfortable space’, knowing it was a **safe environment**. Cultural confidence is a **journey, not a destination**, and we all have a shared sense of personal responsibility and excitement to **continue the journey**”.

CAREERFORCE MANAGER

## Cultural Confidence Course Empowerment

2020 saw the start of a key initiative to lift cultural confidence across Careerforce.

Cohorts of employees are participating in a new programme that is strengthening bi-cultural confidence across the Careerforce organisation, and now across our employer network.

Careerforce Kaiwhakahononga (Māori Engagement & Development Lead), Tūraukawa Bartlett developed and delivered the programme based on his own journey as a former Careerforce Māori apprentice. He explains, “When thinking about how we best support the outcomes of all our trainees and apprentices with an equitable lens, it takes a collective approach. We feel we can better support organisations if they themselves feel confident in seeing through a te ao Māori lens.”

The cultural confidence programme was developed to build the internal and

self-sustaining capability in organisations that will significantly influence how Māori trainees and apprentices achieve.

Careerforce CEO Jane Wenman explains, “We first put our Senior Leadership Team through the cultural confidence programme, then our managers and now we are rolling it out across Careerforce. Enabling our staff to be bi-culturally confident means they are better equipped to support our Māori trainees throughout their journey. We felt it was important to role model this first, before taking it out to our workplaces.”

At the start of 2021 the first cohort of external health and wellbeing sector leaders completed the training programme, with very positive outcomes. It is expected that other organisations will also have the opportunity to benefit from this very successful programme over time.



HEALTH AND WELLBEING  
SECTOR LEADERS ATTEND  
A VIRTUAL CULTURAL  
CONFIDENCE SESSION



# Te Whānau Āwhina and the Careerforce Māori Strategy



Te Whānau Āwhina was set up in 2020 to help Careerforce staff navigate te ao Māori and better support our trainees and apprentices. The group is a collective of Careerforce Māori colleagues with valuable skills and experiences and who are passionate about supporting staff to build their bi-cultural confidence and knowledge.

Te Whānau Āwhina also developed Whāia te Whanaungatanga, the Careerforce Māori Strategy 2020-2021. The strategy contains a set of five arotahi - key focus points that will guide the pathway of connection to Te Toi Pūkenga - the summit of potential and equitable achievement for Māori trainees and apprentices.

**Five arotahi:**

- 1. Karanga atu:** Employer engagement.
- 2. Whāngai pūkenga:** Careerforce staff development.
- 3. Me mātua wānanga:** Early engagement with internal/external Māori subject matter experts.
- 4. Mahi ngātahi:** Partnerships with kaupapa Māori and iwi organisations.
- 5. Noho ā-kanohi:** Direct engagement to support Māori Learners.

The plan outlines a series of activities that Careerforce is undertaking within each arotahi, leading to our ultimate goal of achieving equitable outcomes for Māori trainees via a journey that validates their identity and culture.

Mā te Manaakitanga,  
te Kotahitanga  
me te Kaitiakitanga,  
e tū rangatira ai  
tātou katoa ki  
te toi pūkenga.

*By coming together, by supporting one another and nurturing our collective spaces, we can all stand together alongside our trainees and apprentices at the highest summit of potential and achievement.*





**AZBI**  
CAREGIVER  
CHATSWOOD RETIREMENT VILLAGE

## Kaiāwhina Workforce Action Plan reaches Milestone

A 20-year vision to develop the health and disability kaiāwhina workforce reached a significant milestone in June 2020.

In June, the first and formative 5-year Kaiāwhina Workforce Action Plan 2015-2020 concluded, having helped to build an enduring foundation for the future of the kaiāwhina workforce.

The term 'kaiāwhina' embodies the core essence and nature of an essential health and disability workforce that is passionate, resilient, diverse, skilled and committed to supporting wellbeing outcomes. Its origins stem from a desire to replace demeaning labels such as 'non-regulated' or 'unregulated'.

Led by a partnership between Careerforce and the Ministry of Health, the Kaiāwhina Workforce Taskforce, made up of a broad range of health and disability sector leaders, has provided

governance leadership to deliver substantial progress against the Plan's 53 actions.

The new programme of work drawn from workforce stakeholders, has

### five core priorities:

1. Building cultural capability
2. Connecting kaiāwhina
3. Accelerating new ways of working and eco-system thinking
4. Creating workforce knowledge and data
5. Supplying and developing the workforce

Supporting tino rangatiratanga (self-determination) for this essential workforce, the vision is to amplify the kaiāwhina voice in the governance and implementation of the Plan for the next period; 2020-2025.

<https://www.workforceinaction.org.nz>

## Jobs for Good

### Connecting essential people with essential roles

In June, we introduced Jobs for Good, a free online job portal for employers to post their job vacancies to a very targeted audience. Our aim was to connect employers with job-seekers, students or school leavers who are looking to gain meaningful employment with employers who have a track record for supporting on-the-job training, and vice-versa.



Careerforce receives many enquiries from people wanting to train and get a qualification but are not yet in employment, particularly post-COVID-19. Many of them are looking to change careers and start a rewarding career. We think that via Jobs for Good, we can support these people, their community, and the sectors we work with.

Since launch, we have published over 400 jobs and received over 21,000 website page views.

<https://www.careerforce.org.nz/jobs-for-good>



# Building Diversity into our Care and Support Workforce

In 2020, and in response to COVID-19, the Tertiary Education Commission (TEC) launched a \$16m COVID Response Fund, available to ITOs and WDCs to submit proposals for activities that will support employers in their recovery from COVID-19.

A key lesson for our sectors from COVID-19 was that the sheer lack of diversity across our care and support workforce had posed significant resilience risk, with a number of employers having to stand down large numbers of their workforce due to COVID-19 vulnerability risks. Careerforce was successful with its proposal to develop a campaign aimed at promoting career pathways in care and support, and attract greater workforce diversity, and received \$595k in campaign funding.

Based on hui with care and support workers, it became evident that it was the intrinsic rewards that attracted them to their roles, and kept them inspired – they really feel they are making a difference in people’s lives.

This led to the campaign tagline, “The life you change might be your own”, with story-telling at the core of the campaign, both from those receiving care and support, and the support workers. The initial campaign will run May-September.

To see more, go to:  
[www.lifechangingcareers.org.nz](http://www.lifechangingcareers.org.nz)



WILLIAM



BRETT  
SUPPORT WORKER



**CALVIN FUIMAONO AIESI NAOIA**  
HEALTHCARE ASSISTANT  
AUCKLAND DHB



## Chromebook Lending Service

In 2020, Careerforce received \$400k in Technology Access Funding from the Tertiary Education Commission (TEC) to help support learners whose training was disrupted by COVID-19 and had limited or no access to technology enabled learning. As a result, trainees across the country are now making great strides along their training journey.

This new funding meant that Careerforce could purchase Chromebooks and portable broadband devices, along with data packages for use by trainees. These were then made available to vulnerable learners, those in need of additional access to technology and those facing

technological and skill barriers. Approximately 290 devices and data set-ups have been made available to allow trainees to accelerate their learning. Among the organisations to benefit were Social Services Agency, Waitomo Papakainga, Ngati Kahu Social Services and Bluelight in Hamilton.

A subsequent Careerforce survey has indicated that access to the Chromebooks and data has made a positive difference to trainees' ability to study and achieve. When asked directly, most of the trainees agreed that it had made it easier for them to study, and they could not have done online training without it.

**"It works well. It's easier than studying on a phone. I couldn't study effectively without it. Lending system is great. I'd looked at purchasing a laptop but could not afford to – now I have the use of a laptop for study for the duration of my course."**

**USER OF CHROMEBOOK  
LENDING SERVICE**



## Qualification Reviews

In 2018 we commenced a major review of all the qualifications we have within our coverage. This involved extensive consultation with stakeholders via face to face engagement, webinars and surveys.

The review is now complete with all revised qualifications having received approval from NZQA, some with major changes and some with relatively minor changes, and all are

now published on the New Zealand Qualifications Framework (NZQF).

We thank all stakeholders across the sectors we work with for actively engaging and providing valuable feedback so these qualifications remain fit-for-purpose. The focus has now shifted to programme reviews, and making the subsequent changes necessary to ensure they deliver upon any changes to the qualifications they ultimately lead to.



**"An organisation is only as good as its team members. Each Clean Crew member is NZQA trained so that we can deliver professional, top notch cleaning services for all our customers."**

**GARY SINGH, OWNER  
THE CLEAN CREW**



## Gateway Youth Events

### Attracting young people into the health and wellbeing workforce

In 2020, Careerforce received funding from the Ministry of Education to run a series of careers events aimed at encouraging young people to consider careers within the health and wellbeing sectors. Based on a successful 2019 pilot event in Auckland, this series of 14 events across New Zealand brings together high school students and employers to connect through interactive sessions that promote the variety of rewarding careers available. Originally scheduled to run in 2020, these events were postponed until 2021 due to COVID-19 restrictions.

Careerforce Gateway packages enable schools to provide their students with opportunities

to learn in the workplace and match their career ideas and values to possible careers. Gateway uptake from schools continues to grow with 409 new students enrolling across our gateway programmes over 2020. We continue to build partnerships with employers in supporting students to have meaningful work placement opportunities including a partnership with WhyOra employment pathways programme within Taranaki DHB. This programme provided an opportunity for Year 12 and 13 students to shadow staff to gain real insight and get a feel for a career within a hospital setting.





# Connecting, Engaging and Learning from Trainees

Historically, Careerforce has had limited direct engagement with trainees, rather engaging via our employers. However, in response to employer demand, we earlier commenced an initiative to develop and implement a trainee lifecycle engagement journey.

The rollout of this journey continued over 2020 as we launched additional communication touchpoints to encourage and motivate trainees. Trainees enrolled in health and wellbeing levels 2 and 3 now receive their training schedule upon commencing, that lists all the unit standards that are part of their programme. The next phase of the

development will see us covering other programmes and developing quarterly notifications to inform trainees and apprentices if they are on track with their training.

An important part of this engagement journey is an insights programme aimed at seeking feedback from our learners, and learning how else we can improve our products, services and support for our trainees. To date, this has included a timely graduate survey to capture feedback post-training completion. The response rate from our graduates has been very pleasing, and their responses are generating valuable insights that we can base future improvements upon.

## Trainee engagement numbers for 2020



# 2020 Annual Employer Survey

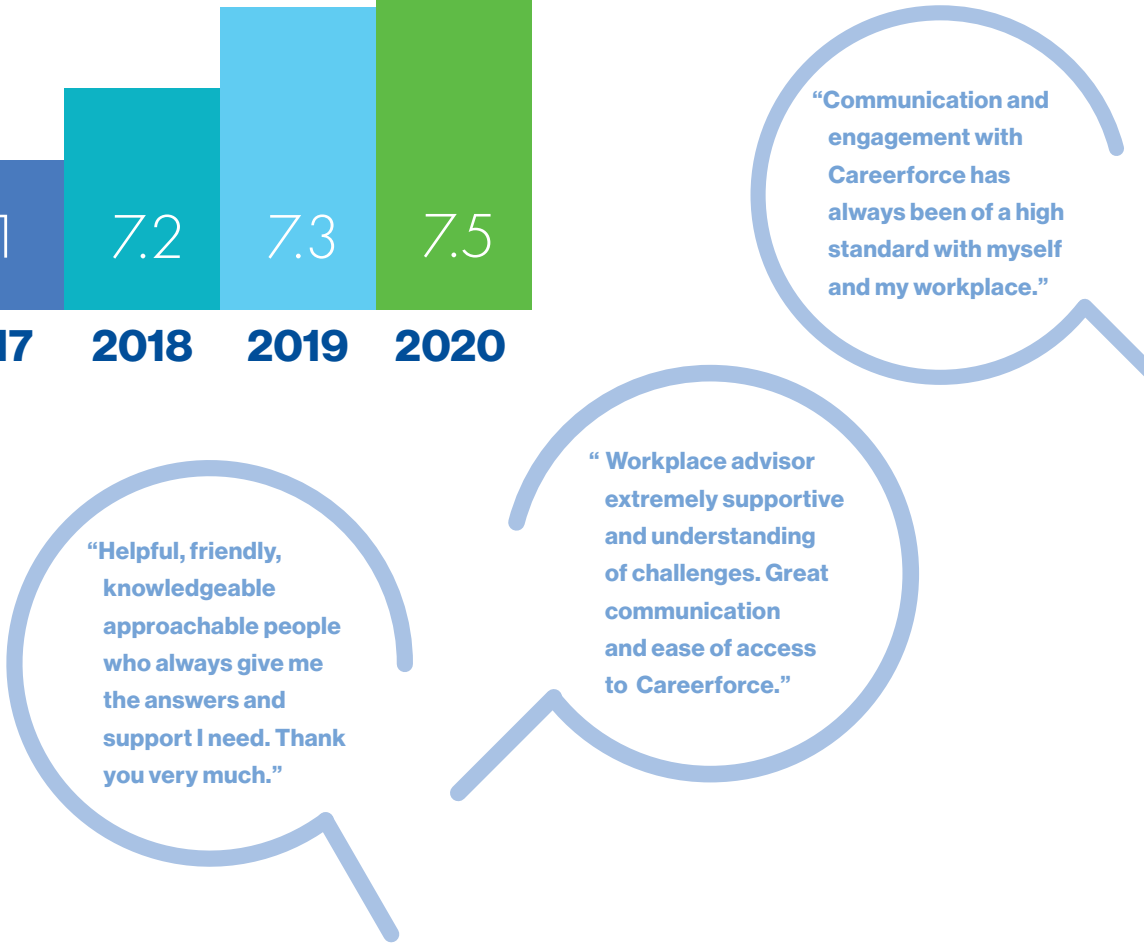
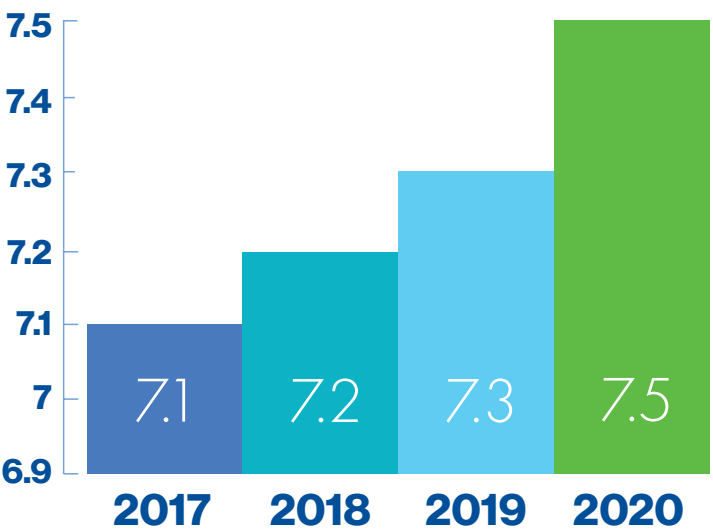
The latest, and fourth iteration of our annual employer survey was conducted over November 2020, and received our highest response yet from employers.

This survey is our barometer of employer satisfaction, and provides an annual opportunity for employers to share their feedback across our products and services. We take this feedback

very seriously, and it has directly contributed to a number of product and service enhancements over the years.

Pleasingly, and for the third successive year, we had an increase in overall employer satisfaction. This is all the more pleasing given the disruptions across 2020, including COVID-19 and the ongoing uncertainties around RoVE.

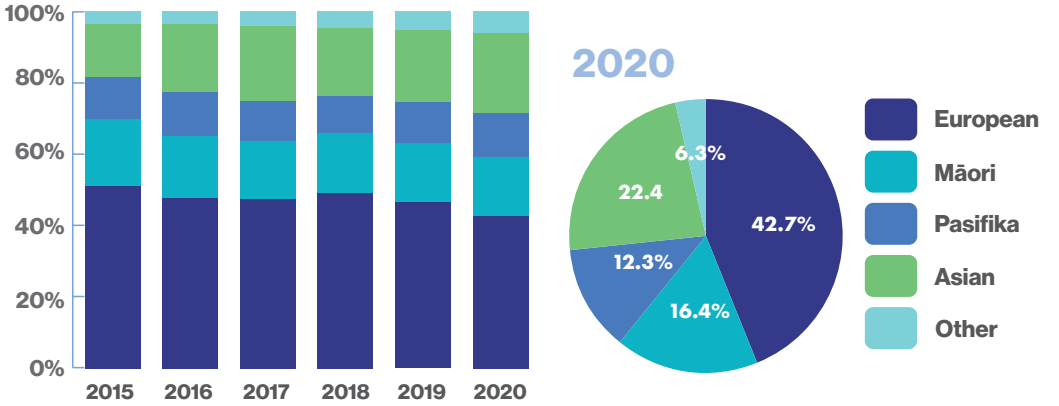
## Overall Satisfaction (out of 10)



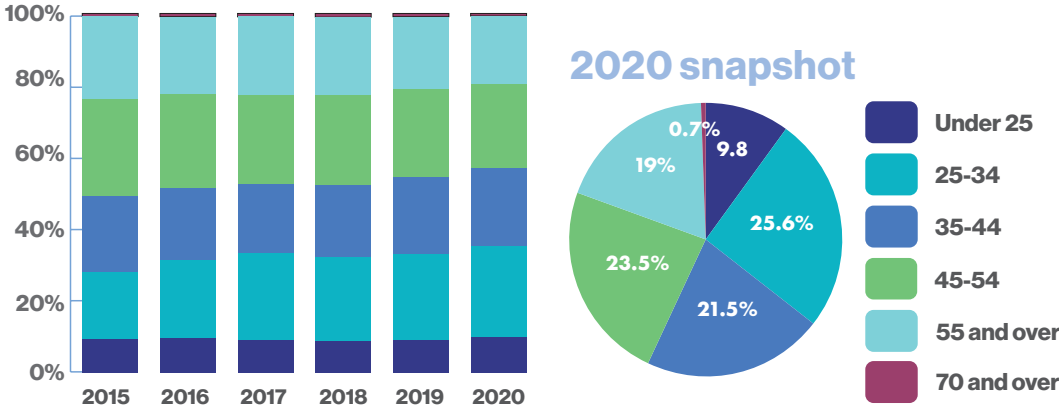


# Trainee Reports

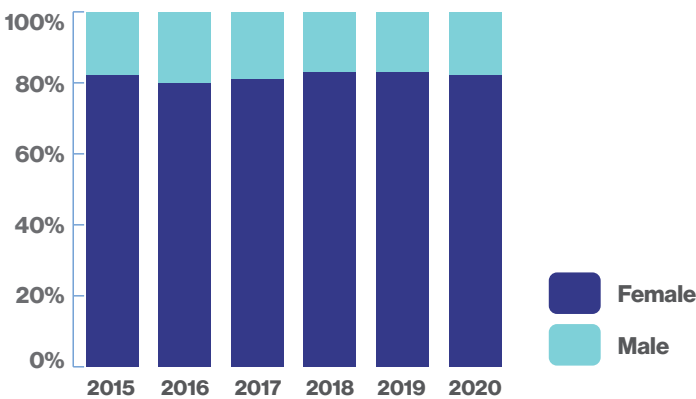
## Learners by Ethnicity



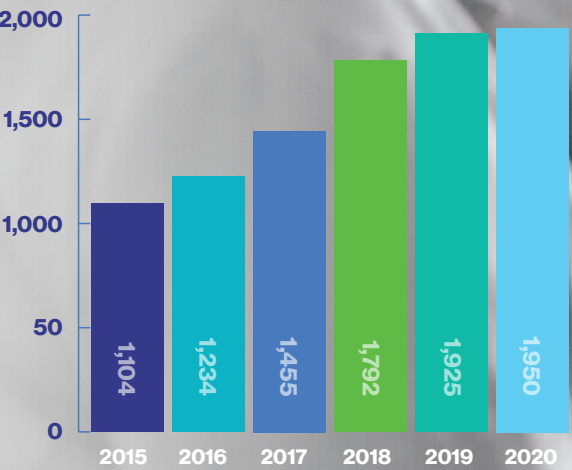
## Learners by Age



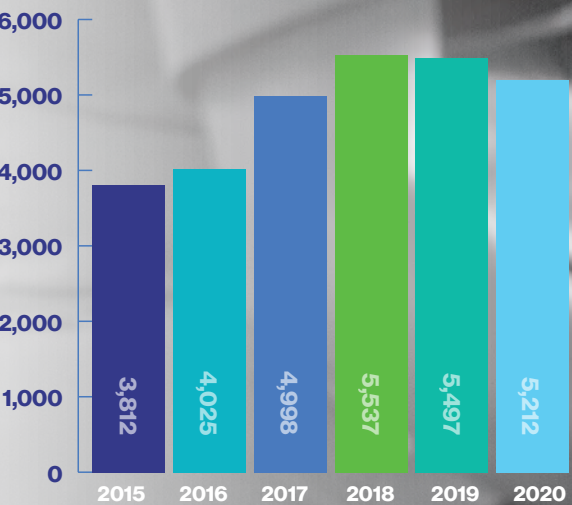
## Learners by Gender



## Worksites Supported

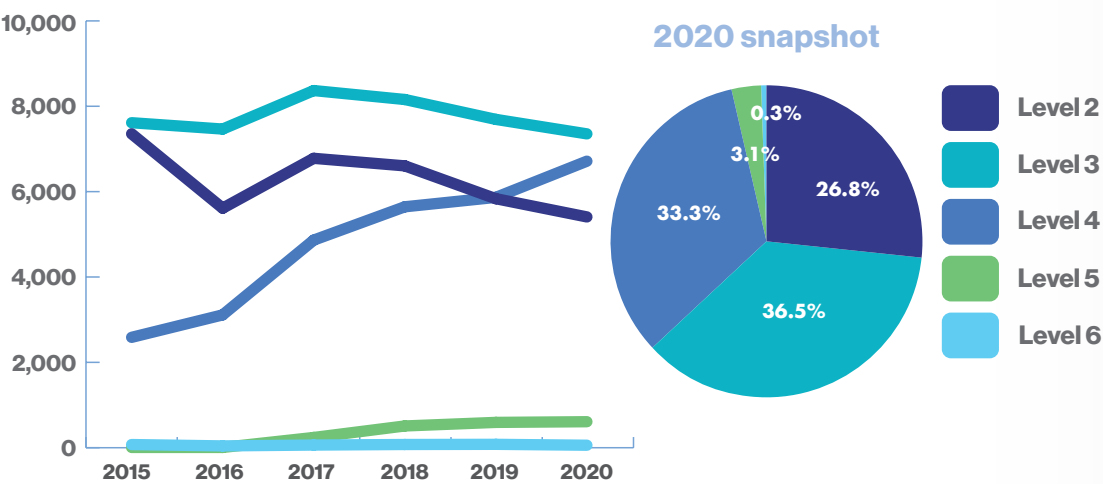


## Standard Training Measures

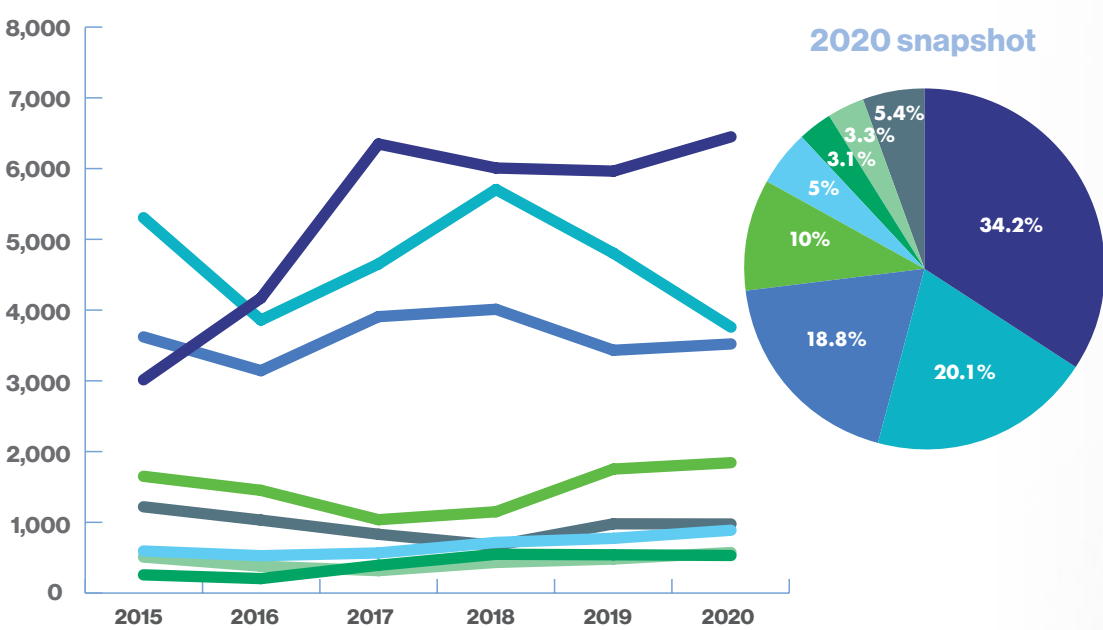




Learners by Level

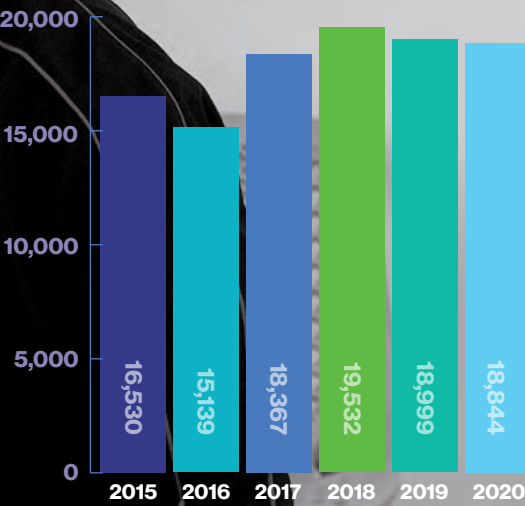


Learners by Sector

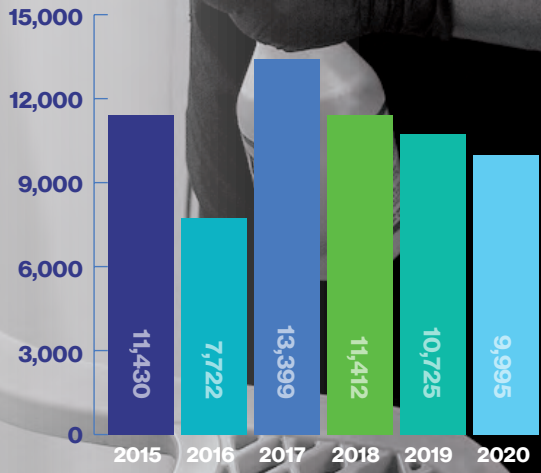


- Aged Residential Care
- Home and Community Care
- Disability Support
- Healthcare Services
- Mental Health and Addiction Support
- Social Services
- Youth Work
- Cleaning and Urban Pest Management

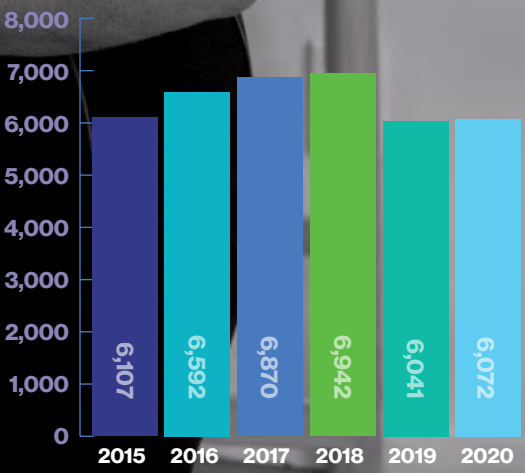
Learners Supported



New Annual Enrolments



Annual Programme Completions





# Meet the Board



**INDEPENDENT CHAIR**  
**FIONA PIMM**

Fiona is a Professional Director on several boards with a special interest in health and education services. She is committed to the continuous improvement of our health and education services and to community engagement.



**DIRECTOR DISABILITY**  
**DR GARTH BENNIE**

Garth joined New Zealand Disability Support Network (NZDSN) in January 2015 and since then has led NZDSN into a new era of closer working relationships with Government and more active networking and support across providers. Garth has a wealth of experience in and around the disability sector with previous roles with both NGOs and the public sector spanning management, research, policy development, service design and evaluation.



**DIRECTOR INDUSTRY SECTOR (OTHER)**  
**SARAH MCBRIDE**

Sarah has been the CEO of the Building Services Contractor Association of NZ (BSCNZ) for the past 3 years representing the commercial cleaning industry. This role involves advocating on behalf of the cleaning industry, maintaining effective working relationships with stakeholders, sector groups, government agencies and active participation in strategic direction discussions impacting on the cleaning sector. Sarah has a Bachelor of Business and has worked across a variety of roles and industries. These roles have included project and product management, marketing, strategic design planning and implementation, budget management and sales taskforce management. Sarah is an active member of the Institute of Directors.



**DIRECTOR INDUSTRY SECTOR (OTHER)**  
**NORAH BARLOW**

Norah is amongst Australasia's most experienced and respected executives and directors and has in-depth knowledge of the aged and health care sector. She is presently CEO of Heritage Lifecare, a newly established aged care provider in NZ, after returning from her role in Australia as Managing Director of Estia Health, one of the largest aged care providers in Australia. She is also the former CEO and former Director of Summerset Group. She was President of the Retirement Villages Association (NZ) for 7 years and made an Officer of the New Zealand Order of Merit for services to business in 2014.



**DIRECTOR AGED CARE RESIDENTIAL**  
**RHONDA SHERRIFF**

Rhonda is a Registered Nurse with 40 years' experience. Over the last 28 years, Rhonda has worked in a variety of operational and management roles within the sector. Rhonda is passionate about the aged care industry, ensuring resident's welfare, their safety, staff education and competence, and safe outcomes for all clients. Currently Rhonda co-owns a retirement village in Christchurch and is a director of the New Zealand Aged Care Association.



**DIRECTOR INDUSTRY SECTOR (OTHER)**  
**PAUL PRITCHARD**

Paul is Training Manager at Ascend Training (division of Cleaning Systems Ltd), specialist cleaning/urban pest management training provider. His 30 year career in cleaning, decontamination and pest control covered technical, management and governance roles. A respected industry advocate, he has served on committees with leading industry associations e.g. PMANZ and CCANZ. Paul is a member of the NZ Institute of Directors and the Hazardous Substances Professionals of NZ. As Compliance Certifier authorized by EPA and now Worksafe, Paul contributes to global and AS/NZS industry standards. A secondary education in Samoa gave him a keen Pasifika perspective on workplace learning.



**DIRECTOR HOME AND COMMUNITY SUPPORT**  
**ANDREA MCLEOD**

Andrea is a member of the Home and Community Health Association and held the position of Chair of the Association for over eight years. With a background as a Registered Nurse, Andrea commenced working in the Home and Community sector in 2006 and has been involved in many key sector developments including a review of the Home and Community Sector Standards and the In Between Travel and Pay Equity settlements. Andrea is employed by Presbyterian Support Northern as General Manager, Social Services.



# Meet the Senior Leadership Team



**CHIEF EXECUTIVE OFFICER**  
**JANE WENMAN**

Jane was appointed Chief Executive Officer at Careerforce in late 2018. She is a strategic thinker who has experience working in operational and governance environments. Jane brings a wide range of experience to the role including in finance, human resources, communications and business planning. Her commitment and dedication to the sectors Careerforce has within its coverage is borne out of personal experience, and her belief that the opportunities Careerforce offers employees will lead to better outcomes for New Zealand Inc. Jane’s understanding of our sectors enables her to guide the company through new strategic opportunities arising from global and national changes.



**GENERAL MANAGER EMPLOYER SERVICES**  
**ANDREW SAUNDERS**

Andrew is an expert in developing and leading teams. For the past ten years he has delivered strong results through coaching and leadership. He has led the rapid growth and development of Careerforce’s national field team, supporting them to master their relationship management techniques. Andrew also works closely with Careerforce staff to ensure appropriate supports are available for learners with literacy and numeracy requirements.



**GENERAL MANAGER PEOPLE AND FINANCE**  
**ANDROULA DOMETAKIS (CA)**

Androula is a Chartered Accountant with over 20 years’ experience, spanning private and public sector organisations. Her extensive senior management level experience crosses a number of broad areas including finance, legal, communications, human resources, governance, business planning, risk management, procurement, IT services and managing shared services arrangements. Androula joined Careerforce in August 2019 fully committed to helping Careerforce work through the vocational education reforms, with the ultimate goal of the continued development of the health and wellbeing workforce.



**GENERAL MANAGER BUSINESS SERVICES**  
**BRUCE JOHNSON**

Bruce joined Careerforce in 2014. He has a background in defence, national security and central government policy. Bruce leads our Client Systems and Services, Information Services, Project Office and Service Assurance teams. These teams provide a range of services in support of the Careerforce business units, as well as providing services to our employers and trainees.



**GENERAL MANAGER BUSINESS DEVELOPMENT**  
**GILL GENET**

Gill led our workforce development activities, working with our very broad range of stakeholders. She was key in progressing the Kaiāwhina and Kaimanaaki Workforce Action Plans. In response to RoVE she increased focus on articulating intelligence about workforce demand to ensure all our sectors were visible when the new Workforce Development Council is established. For Gill, it was ultimately about the difference the workforce made in improving population health and community wellbeing for all in Aotearoa.

*Gill resigned from Careerforce in September 2020*



**GENERAL MANAGER MARKETING, COMMUNICATIONS AND INSIGHTS**  
**PAUL WILLIAMS**

Paul joined Careerforce in October 2017, and brings a wealth of experience, including over 25 years working in marketing and communication roles across fast moving consumer goods, telecommunications, media and governmental organisations. Paul is responsible for all aspects of marketing, communications and insights for Careerforce, and is passionate about using all available channels and insights to help bring Careerforce’s purpose to life, enabling the workforce to enhance people’s health & wellbeing.



**GENERAL MANAGER LEARNING SOLUTIONS**  
**ROD BENTHAM**

Rod brings two decades of experience in adult education and training to his role at Careerforce. This includes teaching and executive leadership roles within the Polytechnic sector, and a leadership role with a standard setting body within NZQA. Rod is focused on ensuring the products and services Careerforce trainees and their employers’ access for training and assessment, are high quality and assist in their development.



# Our People

In 2020, like so many other organisations across the globe, the Careerforce whānau had to find our new normal in the way we work, communicate and live.

During the first COVID-19 lockdown we increased our reliance on Microsoft Teams to keep connected with our colleagues and the workplaces we support. We found that even if we couldn't see our learners and employers face-to-face, we could still support them well virtually.

With the successful adoption of working from home during lockdown, we have since implemented a more flexible working model. This has enabled our people to have an even better work/life balance, and assists them to work in the ways which suit them and their work best.

With such a big emphasis on looking after our people during COVID-19, we looked closely at our Wellbeing Strategy to ensure it was still meeting the needs of our whānau and made the decision to incorporate the Whare Tapa Whā model into our approach. Te Whare Tapa Whā aligns well with the holistic perspective we have of wellbeing and connects strongly to our values of Manaakitanga, Kotahitanga and Kaitiakitanga.

A key priority and standout success for 2020 that continues into 2021, has been the development of cultural confidence amongst our whānau, and integrating a te ao Māori approach into the way we work. This is recognised as a journey that our whānau are very passionate about, and is now being extended across some of our employers.

In 2020, our focus was on supporting and empowering our team of 150 to be the best they can be, and this will continue as we respond to the continuing challenges we face as a company, including those posed by COVID-19 and RoVE.



# Financial Summary 2020

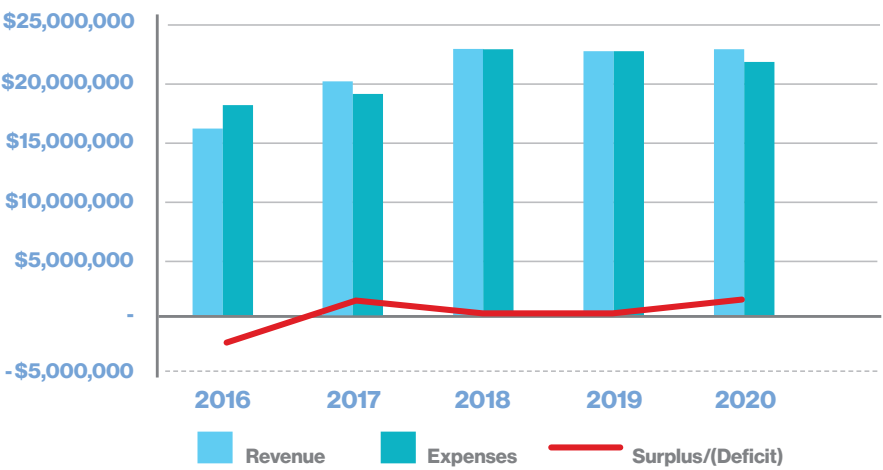
Careerforce reported a higher than expected surplus for the year, largely due to the impacts of COVID-19, with a resulting increase in total equity and reserves.

The original focus for the 2020 year was to sustain training numbers and provide continued support to training participants and workplaces. However, COVID-19 caused significant disruption and Careerforce had to quickly adapt to ensure continued support during a period of uncertainty, while also meeting the demands of a fast-changing environment during the year. The introduction of COVID-19 funding by government, in particular the Targeted Training and Apprenticeship Fund (TTAF) and the Apprenticeship Boost Fund, resulted in an increase in enrolments in the second half of the year.

Revenue for the 2020 year was guaranteed by the Tertiary Education Commission (TEC) due to COVID-19 and therefore the funding received was relatively consistent with the prior year. Expenditure was significantly lower in the year due to limiting some operating expenses because of COVID-19 restrictions.

Looking forward to 2021, the focus for Careerforce will continue to be on sustaining training numbers and providing continued support to training participants and workplaces. Careerforce will continue to monitor any changes or transition requirements as RoVE implementation progresses.

Surplus/(Deficit) 5 Year





2020



Revenue for the year was  
**\$22,883,274**



Funding from Tertiary Education  
Commission (TEC)  
**\$19,534,052**  
(85% of revenue)



Expenditure decreased compared  
with the prior year due to COVID-19  
**\$21,792,146**



Net Surplus for the year  
**\$1,091,128**



Total Equity increased by  
**16% to \$7,819,857**



Cash, Cash Equivalents and Term Deposits held  
at the end of the financial year were valued at  
**\$10,372,001**  
a 60% increase on the previous year, reflecting the  
surplus for the year and funds received in advance  
from TEC to cover TTAF refunds

## Financial Statements

### Community Support Services ITO Limited

Company No. 1819395

Charity No. CC32360

Summary Financial Statements  
For the Year Ended 31 December 2020

#### Statement of Comprehensive Revenue and Expenses For the Year Ended 31 December 2020

	2020 \$	2019 \$
<b>Revenue from Non-Exchange Transactions</b>		
Tertiary Education Commission funding	19,534,052	18,986,957
Qualification fees	2,561,781	2,742,825
Other non-exchange revenue	468,542	230,860
	<b>22,564,375</b>	<b>21,960,642</b>
<b>Revenue from Exchange Transactions</b>		
Investment income received	128,199	573,392
Other exchange revenue	190,700	265,968
	<b>318,899</b>	<b>839,360</b>
<b>Total Revenue</b>	<b>22,883,274</b>	<b>22,800,002</b>
<b>Expenses</b>		
Administration	3,341,565	3,850,284
Learning and assessment support	785,534	1,588,834
Operating expenses	1,770,492	2,045,305
Personnel expenses	15,894,555	15,193,031
<b>Total Expenses</b>	<b>21,792,146</b>	<b>22,677,454</b>
<b>Total Surplus for the Year</b>	<b>1,091,128</b>	<b>122,548</b>
<b>Total Comprehensive Revenue and Expense for the Year</b>	<b>1,091,128</b>	<b>122,548</b>



### Statement of Changes in Net Assets For the Year Ended 31 December 2020

	Ordinary Shares	Accumulated Comprehensive Revenue and Expense	Total Equity
	\$	\$	\$
<b>2020</b>			
Opening Balance 1 January 2020	109	6,728,622	6,728,731
Surplus for the year	-	1,091,128	1,091,128
Cancellation/Buy-back of Shares	(2)	-	(2)
<b>Closing Equity 31 December 2020</b>	<b>107</b>	<b>7,819,750</b>	<b>7,819,857</b>
<b>2019</b>			
Opening Balance 1 January 2019	111	6,606,074	6,606,185
Surplus for the year	-	122,548	122,548
Cancellation/Buy-back of Shares	(2)	-	(2)
<b>Closing Equity 31 December 2019</b>	<b>109</b>	<b>6,728,622</b>	<b>6,728,731</b>

### Cash Flow Statement For the Year Ended 31 December 2020

	2020 \$	2019 \$
Net Cash Flows from Operating Activities	4,112,461	(78,542)
Net Cash Flows from Investing Activities	(1,693,614)	(278,810)
Net Cash Flows from Financing Activities	(2)	(2)
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>2,418,845</b>	<b>(357,354)</b>
Cash and cash equivalents at beginning of period	1,123,368	1,480,722
<b>Cash and Cash Equivalents at End of Period</b>	<b>3,542,213</b>	<b>1,123,368</b>

Careerforce administers grant funding on behalf of the Ministry of Health (see Note 19 in the full financial statements). This funding has been excluded from the Cash Flow Statement to accurately represent the cash transactions of Careerforce.

### Statement of Financial Position as at 31 December 2020

	2020 \$	2019 \$
<b>Assets</b>		
Current Assets	12,583,191	8,042,371
Non-current Assets	1,077,570	1,410,061
<b>Total Assets</b>	<b>13,660,761</b>	<b>9,452,432</b>
<b>Liabilities</b>		
Current Liabilities	5,840,904	2,723,701
<b>Total Liabilities</b>	<b>5,840,904</b>	<b>2,723,701</b>
<b>NET ASSETS</b>	<b>7,819,857</b>	<b>6,728,731</b>
Issued Capital	107	109
<b>Accumulated Comprehensive Revenue and Expense</b>		
General Reserve	1,219,750	128,622
Operating Reserve (three months operating expenditure)	5,600,000	5,600,000
Contingency Reserve (responding to RoVE)	1,000,000	1,000,000
	<b>7,819,750</b>	<b>6,728,622</b>
<b>TOTAL EQUITY</b>	<b>7,819,857</b>	<b>6,728,731</b>

For and on behalf of the Board of Directors:



17 March 2021

**Fiona Pimm**, Chair of Board



17 March 2021

**Norah Barlow**, Chair of Audit and Finance Committee



## Notes to the Financial Statements For the Year Ended 31 December 2020

### Note 1 Reporting Entity

The reporting entity is Community Support Services ITO Ltd (trading as Careerforce). Careerforce is a limited liability company domiciled in New Zealand and is registered as a charitable entity under the Charities Act 2005.

The principal activities of Careerforce are to develop New Zealand qualifications, to moderate assessment and to arrange workplace based training.

### Note 2 Basis of Preparation

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

### Note 3 Summary Financial Statements

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP").

They comply with the Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime ("PBE IPSAS RDR") as they relate to summary financial statements.

The summary financial statements have been extracted from the full financial statements. They cannot provide a full understanding due to their summary nature. This understanding can be obtained only by reference to the full financial statements of Careerforce.

For the purposes of complying with NZ GAAP, Careerforce is a public benefit not-for-profit entity and qualifies as a Tier 2 reporting entity on the basis that it does not have public accountability and is not defined as large.

### Note 4 Reference to Full Financial Statements

A copy of the full financial statements may be obtained from Careerforce's website: <https://www.careerforce.org.nz/>

### Note 5 Presentation Currency

The summary financial statements are presented in New Zealand dollars (\$), which is Careerforce's functional currency and are rounded to the nearest whole dollar.

### Note 6 Related parties

Directors' fees are disclosed in Note 9 of the full Financial Statements and in the Directors' Report. No transactions took place between the company and any key management personnel, except for payment of Directors fees and salaries and wages.

### Note 7 Contingent assets and liabilities

There are no contingent assets at the reporting date (2019: \$Nil).

Careerforce has property lease commitments that extend beyond December 2022, when responsibility for workplace learning will shift from TITOs to Te Pūkenga – New Zealand Institute of Skills and Technology or other receiving providers. Specific details for timing and transition arrangements are uncertain. The lease commitments could create a contingent liability of \$958,000.

### Note 8 Capital Commitments

There are no capital commitments at the reporting date (2019:\$Nil).

### Note 9 Reform of Vocational Education

The full financial implications of RoVE have yet to be determined; however, the Board and management have considered possible impacts and the financial statements for the period to 31 December 2020 reflect any assumptions accordingly, which are stated in the relevant notes in the full Financial Statements.

It is not anticipated there will be any material impact on the operations of Careerforce in the 12 months following balance date. The company is able to meet its future obligations as they fall due and for this reason the Board considers the going concern basis of accounting to be appropriate.

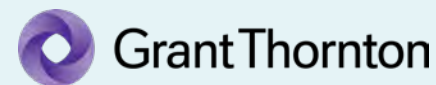
### Note 10 Events After the Reporting Date

No events have occurred after the reporting date that may significantly affect the operations of Careerforce (2019: COVID-19 and the Education (Vocational Education and Training Reform) Amendment Bill being enacted, represented events that may have significantly affected the operations of Careerforce).

### Note 11 Audit Opinion

The full financial statements of Careerforce have been audited by Grant Thornton New Zealand Audit Limited who have issued an unqualified audit opinion in respect to the full financial statements on 17 March 2021.





## Auditor's Report For the Year Ended 31 December 2020

### Report of the Independent Auditor on the summary financial statements

#### To the Shareholders of Community Support Services ITO Limited (trading as Careerforce)

##### Opinion

The summary financial statements, which comprise the statement of financial position as at 31 December 2020, the statement of comprehensive revenue and expenses, statement of changes in net assets and cash flow statement for the year ended, and related notes, are derived from the audited financial statements of Careerforce (the 'Company') for the year ended 31 December 2020. In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements.

##### Summary financial statements

The summary financial statements do not contain all the disclosures required by PBE IPSAS. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

##### The Audited Financial statements and Our Report Thereon

We expressed an unqualified audit opinion on the audited financial statements in our report dated 17 March 2021.

##### Emphasis of Matter

We draw attention to Note 9 of the summary financial statements, which describes the effects of the Reform of Vocational education (RoVE) on the Company. Our Opinion is not modified in respect of this matter.

##### Other Information than the Summary financial statements and Auditor's Report Thereon

The Directors are responsible for the other information. The other information comprises the annual report {but does not include the summary financial statements and our auditor's report thereon}, which is expected to be made available to us after the date of this auditor's report.

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

In connection with our audit of the summary financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the summary financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and will request that such matters are addressed.

##### Directors' Responsibility for the Summary Financial Statements

The Directors are responsible for the preparation of a summary of the audited financial statements of the Company in accordance with PBE FRS-43: *Summary Financial Statements*.

##### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), *Engagements to Report on Summary Financial Statements*.

Other than in our capacity as auditor we have no relationship with, or interests in, the Company.

##### Restricted Use

This report is made solely to the Shareholders, as a body. Our audit work has been undertaken so that we might state to the Shareholders, as a body, those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Shareholders, as a body, for our audit work, for this report or for the opinion we have formed.

##### Grant Thornton New Zealand Audit Limited

##### B Kennerley

Partner

Wellington

17 March 2021









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