

# Annual Report 2021



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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.

## 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



With Careerforce expected to transition into Te Pūkenga in September\*, this will be Careerforce’s last annual report as an independent company, and my last report as Board Chair.

We do however go into the future feeling optimistic about the likely new future within Te Pūkenga, and ensuring that the proposed benefits of the reform for our employers and learners are realised.

A key focus of the Board over the last year, and driven by Jane in her role as Chief Executive, has been ensuring Careerforce is in the best possible position for its transition into Te Pūkenga. The results that we are now reporting on, and the numerous highlights detailed in this report, stand testament to this focus.

In last year’s report, I was reflecting that 2020 would forever be remembered as the year of COVID-19. At the time, many of us weren’t expecting the lingering effects to be felt throughout 2021, and now into 2022. Despite its disruptive impacts upon the health and wellbeing sectors, I’m pleased to be able to again share a very strong performance from Careerforce, driven in large part by the 26% year-on-year enrolment growth.

We recorded a record revenue result of \$27.9m, up 22% on 2020, which was influenced by

the Government’s Targeted Training and Apprenticeship Fund (TTAF) and Apprenticeship Boost. Expenditure of \$23.1m was up 6.5% on 2020, largely as a result of the Board decision to cover enrolment costs for programmes not eligible for TTAF, and also increased costs for the higher number of learner enrolments. Overall, Careerforce delivered a \$4.8m surplus for 2021.

The implementation of the Reform of Vocational Education (RoVE), first proposed in February 2019, gathered momentum across 2021. In October, one of our two core functions, standard setting and skills leadership, transitioned to two newly established Workforce Development Councils, Toitū te Waiora and Ringa Hora (pg 9).

The remaining core function, the arrangement of workplace training, was the subject of extensive employer consultation over 2021. Various options were consulted on, but after careful consideration, the Board decided that it would be in the best interests of our employers and learners for this function to transition into Te Pūkenga. This transition plan remains subject to TEC Board approval, but it is our fullest expectation that Careerforce will transition into Te Pūkenga in September 2022, as a business division within their Work Based Learning subsidiary. While it is expected that the Careerforce brand will live on within the Te Pūkenga organisation for some time at least, Careerforce as a legal entity will be wound up over the subsequent months.

In recent years, we had increasingly been called upon to promote career pathways across our sectors, something Careerforce was unfortunately not funded to support. Accordingly, it was very pleasing when in May 2021, we launched the Life Changing Careers campaign, supported by the TEC’s COVID-19 Response Fund. The Directors are familiar with the workforce pressures faced across our sectors, which have been exacerbated by COVID-19. This campaign, which sought to promote care and support pathways and to build much greater diversity into the workforce, achieved outstanding results in its first year.

The demographics of Careerforce learners are reflective of the demographics of the workforces we support and it has been pleasing to evidence changes within these in 2021. In 2021, the number of learners that identified as male was 38% higher than in 2016, and our learners under 35 made up 40% of the total, as compared to 32% just 3 years ago. This bodes well for the future diversity of the workforce within the health and wellbeing sectors. The overall results of the campaign were recognised by TEC late in 2021, in the form of additional campaign funding for 2022.

I would like to acknowledge the Board’s appreciation of our Careerforce staff.

Kia whakatōmuri te haere whakamua.

I walk backwards into the future with my eyes fixed on my past.

Despite the inherent uncertainties posed by RoVE over the last three years, and with COVID-19 layered upon this, they have demonstrated amazing resilience. I am sure this is guided by their absolute commitment to achieving the very best outcomes for our learners.

While balanced with a sense of anticipation and excitement for the future, it is also with great sadness that I sign off on this, the last annual report for Careerforce. In 2019, we celebrated our 25th anniversary as an Industry Training Organisation, and we can and should look back with immense pride at the tens of thousands of learners we have supported into nationally recognised, and in many instances, life changing qualifications. I would like to extend huge aroha to past and present Careerforce staff and Board members for their respective contributions.

# Chief Executive Report

Jane Wenman



As I reflect on 2021, the overwhelming theme has been one of resilience in the face of adversity.

I sense that in nearly every 2021 annual report across New Zealand, and indeed the world, there will be mention of how we thought 2020 was difficult, but that 2021 was even more challenging due to COVID-19. We are seeing this even more so in 2022, with the advent of Omicron.

Careerforce supports the training and development of workforces that support the health and wellbeing of vulnerable New Zealanders. In these sectors, the impacts of COVID-19 have been felt more acutely than any others. Not only do lockdowns, isolation and illness need to be navigated, but the increased demands and expectations to care and support for those most vulnerable to COVID-19 add a major dynamic that is not seen elsewhere.

Across 2021, Careerforce again needed to be agile in our approach to supporting training in workplaces that were faced with so many other priorities. This included optimisation of the virtual environment and offering additional direct assessment and learning support where needed.

It has been inspiring to see the commitment by the leaders within our sectors to learning and training for their employees. Despite all the

challenges they faced, Careerforce were given the privilege of supporting more learners and employer sites in 2021 than in any previous year. We also saw significant increases in the achievement of our trainees and apprentices in progression through their programmes and completion of qualifications. An incredible result for both Careerforce and the employers that we work with.

An ongoing strategic priority for Careerforce has been the development of a qualification pathway for the kaiāwhina workforce. In our 2020 annual report, I highlighted that the proportion of our learners completing a level 4 qualification had increased from 15% in 2015, to 33% in 2020. Incredibly, this increased again to 39% in 2021. This clearly demonstrates the increased skill needs of the kaiāwhina workforce within our sectors. It is hoped that in future years, there will finally be the willingness and opportunity to progress this pathway into nursing.

This is the last Careerforce Annual Report that I will pen due to the Reform of Vocational Education (RoVE). In October 2021, we transferred our standard setting and workforce development activities (including the Kaiāwhina Workforce Action Plan) to the relevant Workforce Development Councils. In late 2022, Careerforce will transition its training support activities to Te Pūkenga (subject to final TEC approval). The transition to Te Pūkenga will mark the end of Careerforce as a separate legal entity and its

over 25-year history supporting training in these vital sectors.

While this is not how we saw the future of Careerforce, we also look at the opportunities that will be available for our sectors through Te Pūkenga and the wider network of learning that becomes available. We are committed to ensuring minimal impact to Careerforce learners and employers through the transition and that there is the continued priority of workplace-based learning, with learning provided in the context of job requirements. It will take time to see the benefits of the reforms to be realised, however I trust that with a focus on what is best for learners and employers, we can achieve a better outcome for all.

It is vital that the needs and contributions of employers are recognised and appreciated in the new vocational education system. Employers are the critical cog in the wheel of a skilled workforce. On this note, it is timely that I acknowledge and thank all of the employers that have contributed to the success of Careerforce and have used precious resources for the learning and development of their staff.

I would like to thank the staff of Careerforce for their tremendous mahi in 2021 through uncertainty and disruption, due to RoVE and COVID-19. To have achieved the results we have, while navigating so many external pressures, is a testament to the resilience, passion and expertise of the Careerforce whānau.

Finally, it is appropriate to also acknowledge Careerforce staff both past and present for their contribution to the Careerforce journey over the past 3 decades. Our key asset has always been our people, the journey would not have been as successful without them.

For all Careerforce learners, employers, staff and other stakeholders I feel the following is truly fitting:

Ka mahi te tawa  
uho ki te riri

Well done, you whose  
courage is like  
the heart of a tawa tree



“Every day is fun. I look forward to Mondays. Not everyone gets to say that, but I get to.”

**NIKA HARLEY, ACTIVITY ASSISTANT  
WAIPUKURAU REST HOME, CENTRAL HAWKE'S BAY  
DIVERSIONAL THERAPY APPRENTICE.**

## Careerforce Hands Over Standard Setting Responsibilities to WDCs

October 2021 marked a major milestone in the implementation of the Reform of Vocational Education (RoVE), with the official handover of standard setting responsibilities from Industry Training Organisations to one of 6 Workforce Development Councils (WDCs).

From October, WDCs became responsible for developing and maintaining qualifications, and developing, setting, and maintaining unit standards for the industries in their coverage area. WDCs also assumed responsibility for external moderation (which ensures the quality of assessment carried out by organisations with consent to assess), and also support

consent to assess applications where they are the standard setting body.

Careerforce standard setting responsibilities were transitioned to either:

- **Toitū te Waiora – the WDC for Community, Health, Education and Social Services**  
[www.toitutewaioara.nz](http://www.toitutewaioara.nz)
- **Ringa Hora – the WDC for Service industries, including cleaning**  
[www.ringahora.nz](http://www.ringahora.nz)

Careerforce acknowledges the significant contribution of past and current staff who had supported the delivery of quality assured assessment and good practice, many of whom have transitioned to the WDCs.

# Supporting Learners to be Engaged and Successful



Over recent years, and in response to employer demand, Careerforce has been ramping up direct engagement with learners, including the deployment of welcome packs and emails.

Over 2021, trainee engagement initiatives stepped up significantly, including the sending out of regular progress reports, and gentle encouragement where necessary.

## **Transition of Careerforce Library from website to iportal**

To protect the intellectual property of our learning resources, the Careerforce Resources Library, which was previously free to access by all visitors, was transitioned from the Careerforce website to iportal. Iportal is an online tool for viewing and submitting trainee information formerly used by workplaces and assessors only. From 2021 trainees were also able to have an iportal login, to ensure continued access to the library.

## **Trainees now able to track their own progress**

This access to iportal also means that trainees can now view their own training progress at any time, and see which unit standards they have completed, and which are yet to be completed. Until this point, trainees were not able to personally track their own training progress.

An important part of this engagement journey is gathering feedback from our learners to help improve our products, services and support. A graduate survey was launched early in 2021, capturing timely feedback post-completion, and has since received over 3,000 completions, yielding very valuable insights.

A parallel survey of learners who have withdrawn from their training was recently launched to gain unique insights from those who had not managed to successfully navigate their learning journey.



# 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 learners at the highest summit of potential and achievement.*

# Cultural Confidence Rolled Out Across all Staff and Employers

Cultural confidence courses continued into 2021, after the initiative was set up in 2020 to strengthen bi-cultural confidence across Careerforce.

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, "At the end of the day, it's not so much about how much is learnt at the time, but what we see every day afterwards. People embracing te reo Māori, people embracing te ao Māori, embracing their potential and cultural confidence by living

and breathing the values we all connect to – because a Māori world view is a people world view where everyone can find a connection."

The programme saw great success in 2021, with 12 cohorts spread across the year and 112 participants.

"It allows for those supporting trainees to look at the bigger picture rather than the individual as just being there. We gain the skills to engage in a culturally significant way."

"This course has widened my appreciation of the values that underpin Careerforce – kaitiakitanga, kotahitanga, manaakitanga – it has made these words come alive – not just words written on a piece of paper."



# Learning Resources Support New Zealand's COVID-19 Elimination Strategy

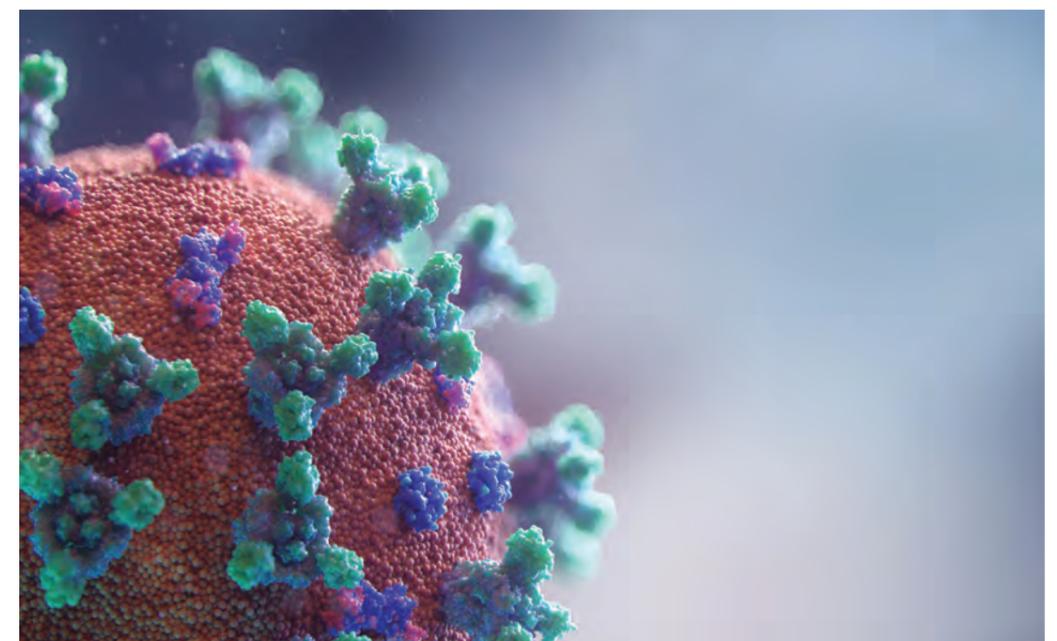
Building on from the Covid-19 related learning modules that Careerforce quickly developed at the outset of the pandemic, Careerforce continued to collaborate with others to develop further resources over 2021.

Careerforce partnered with Building Service Contractors New Zealand (BSCNZ) to create a free online learning module with material on how to organise a deep clean and halt the spread of COVID-19. This Deep Cleaning resource is intended for use by cleaners in a range of environments to educate them on the basics of this respiratory virus and to reinforce best practice to carry out deep cleaning for

COVID-19 risk or exposed areas under the guidance of a cleaning professional.

Careerforce was also approached by the Ministry of Health to develop a new learning module to help support kaiāwhina to perform COVID-19 swabbing and a micro-credential to recognise vaccinators working under supervision. According to the Ministry of Health, increasing the COVID-19 testing and vaccinator workforce was critical to managing demand, workforce sustainability as well as planning, preparedness and capacity to respond to future outbreaks.

By upskilling additional health care assistants or kaiāwhina to perform COVID-19 swabbing and vaccinating, the over reliance on registered personnel to carry out this task could be reduced.



# Implementing our 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, who are passionate about supporting staff to build their bi-cultural confidence and knowledge. They also provide key advice to the Senior Leadership Team, including recommendations around the allocation of equity funding for 2022.

In 2021, Te Whānau Āwhina supported the implementation of the five arotahi of

Whāia te Whanaungatanga, the Careerforce Māori Strategy 2020-21.

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 focus over 2021 was whāngai pūkenga with the rollout of cultural confidence sessions to the majority of staff; and noho ā kanohi with the pilot and establishment of a mobile learner support team, Taupuhipuhi Amio Roopu.

# Development of a Disability Action Plan

Alongside Māori and Pasifika, disabled learners are recognised as a priority learning group.

It will soon be a requirement for Tertiary Education Organisations (TEOs) to submit a Disability Action Plan alongside their investment plans.

Towards the end of 2021, an internal reference group was established to drive the development of Careerforce's Disability Action Plan. Careerforce intends to advance this work over 2022, and to include learners and

community members with lived experience to contribute to the Plan.

Careerforce has also agreed to adopt the Kia Ōrite toolkit in developing the Plan. The Kia Ōrite toolkit was developed by ACHIEVE – the national network established to ensure equal opportunity and access to post-secondary education and training for people with impairments. The toolkit enables organisations to complete a structured review of their management responsibilities and learning support responsibilities and develop a plan to make improvements where these are necessary.

# Pacific Strategic Plan Refreshed

2021 saw the relaunch of Careerforce's Pacific Workforce Development Plan, Ala Moni.

Ala Moni, 'The True Pathway', was first released within Careerforce in 2018, and provides a clear road map for Pacific learner success, informed by research-based practice and embracing the needs of our Pacific learners. Ala Moni was refreshed to incorporate government recommendations made in 2020.

Careerforce's Pacific Workforce Development Plan recommendations are:

1. Better engagement
2. Culture of motivations
3. Implement support mechanisms
4. Facilitator/Assessor support
5. Contextualise learning
6. Take a broad view of Pacific workplace success

Since 2018, Careerforce has seen a 13% increase in programme completions amongst Pacific learners, supported by activities to promote and improve Pacific engagement. There are now 13 staff on the Pacific Committee (around 9% of all staff) and a dedicated Pacific Coordinator role was recruited for at the start of 2022.



# Launch of Life Changing Careers Campaign



Supported by \$595k funding from the TEC's COVID-19 Response Fund, and on behalf of the sectors we support, Careerforce launched the Life Changing Careers campaign.

This campaign's objectives were to promote care and support career pathways, and attract greater workforce diversity that will help to build greater resilience into the workforce.

Launched in May 2021, the campaign ran through to November, and results were outstanding:

**15.5m**  
digital ad impressions

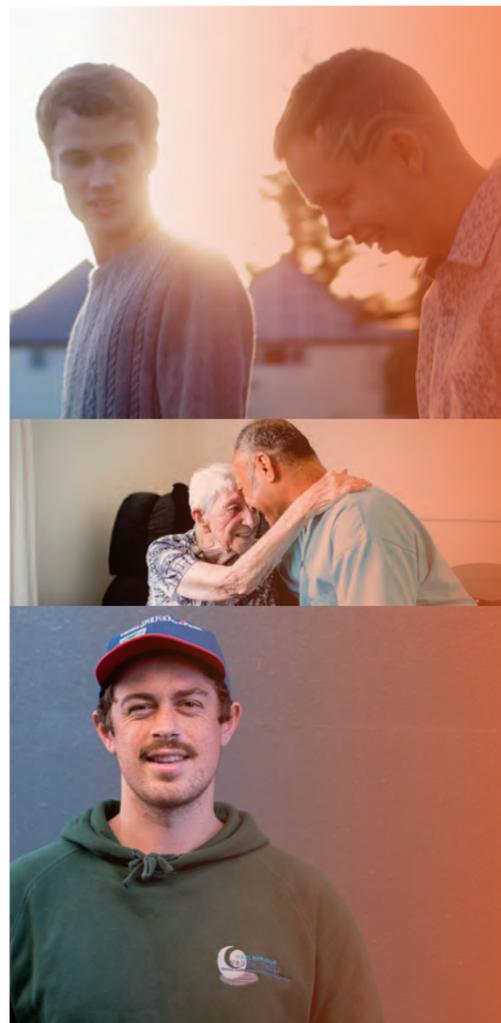
**4m**  
complete video views (at a very strong 56% completion rate)

**78k** visitors to campaign website

In December 2021, a further \$430k in funding was approved by TEC that will see the campaign continue to roll out over 2022. This was recognition from TEC of the outstanding results to date and of the need for the campaign to continue, and of the very strong sector support for the campaign. The 2022 campaign will run across April - November 2022.

To see more, go to:

[www.lifechangingcareers.org.nz](http://www.lifechangingcareers.org.nz)



# Youth Events and Gateway

With funding from the Ministry of Education, Careerforce hosted a series of career exploration events for high school students.

Fourteen events took place across the country in May 2021, aimed at encouraging young people to consider careers within the health and wellbeing sectors, and also an opportunity to promote our Gateway packages.

A total of 727 students and over 90 employers were involved in the events, which included inspiring speakers from across the sectors,

interactive workshops, and time for students and employers to interact.

One Wellington student said, "I've always liked looking into social work, just because in my years growing up it was a struggle. So, I've always wanted to help young people."

Careerforce Gateway packages enable schools to provide their students with opportunities to learn in the workplace and match their ideas and values to possible careers. Gateway uptake from schools continues to grow with 554 new students enrolled over 2021.

[careerforce.org.nz/high-schools](http://careerforce.org.nz/high-schools)



# Jobs for Good

Since launching Jobs for Good in June 2020, we have now published well over a thousand jobs and the site has received over 45,000 page views.

The job portal allows employers to post their job vacancies to a very targeted audience, for free. It connects with job-seekers and school leavers who are looking to gain meaningful employment

with employers who have a track record for supporting on-job training and vice-versa.

Careerforce receives many enquiries from people wanting to train and get a qualification but are not yet in employment. Via Jobs for Good, we can support these people, their community, and the sectors we work with.

[careerforce.org.nz/jobs-for-good](http://careerforce.org.nz/jobs-for-good)

# A New Kaitiaki and Website for the Kaiāwhina Workforce Plan

Toitū te Waiora, the Workforce Development Council (WDC) for Community, Health, Education and Social Services has taken on the role as new partner with the Ministry of Health in overseeing the Kaiāwhina Workforce Plan.

Jane Wenman, Careerforce CE and former co-sponsor of the Kaiāwhina Workforce Plan and co-chair of the Taskforce, says:

“Kaiāwhina are crucial to the successful and positive outcomes for all people supported by the health and disability workforces.

Careerforce can be really proud of its work in increasing the visibility, and promoting the value of kaiāwhina through our role as co-sponsors

of the Kaiāwhina Workforce Plan over the last 8 years. Careerforce has been a tireless champion in the development of qualification pathways, apprenticeships and leadership programmes for kaiāwhina along with providing resource support to the implementation of the Plan resulting in significant progress for the workforce and those they support.

It has been a privilege to have been part of the Kaiāwhina Workforce Plan’s story and we know that in handing this mahi to Toitū te Waiora, we can be very confident that the organisation has as much of a heart for kaiāwhina as we do.”

Careerforce also handed over a fresh new look for the Kaiāwhina Plan including a new logo and website. Visit the new website here:

[www.kaiawhinaplan.org.nz](http://www.kaiawhinaplan.org.nz)



# Strong Enrolment Growth Across 2021

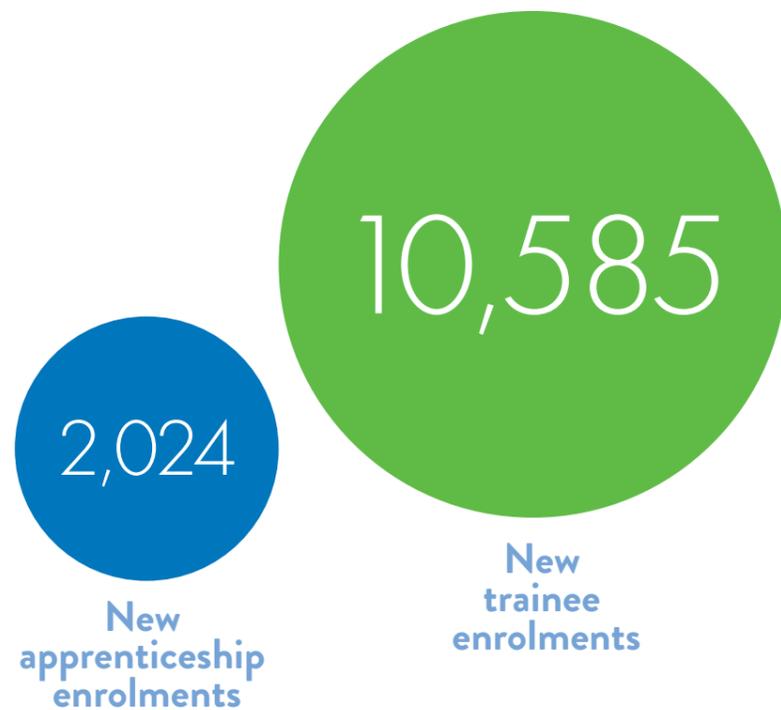
Across 2021, and in spite of COVID-19 impacting upon the operations of many of our sectors, we experienced strong enrolment growth, with 12,609 new enrolments, 25% growth on 2020.

This included 2,024 new apprenticeship enrolments, and 10,585 new trainee enrolments.

This was undoubtedly supported by the full year effect of the Targeted Training and Apprenticeship Fund (TTAF), and also the

Board's decision to waive enrolment fees across any programmes not eligible for TTAF. It also reflects growth in the workforces we support, and employers' willingness to support their staff development through on-job training.

Consistent with our strategy of supporting our learner success, there is now a very strong focus on supporting all these learners to complete their training programmes with Careerforce, and to rightfully and proudly show off their new qualification.



# 2021 Annual Employer Survey

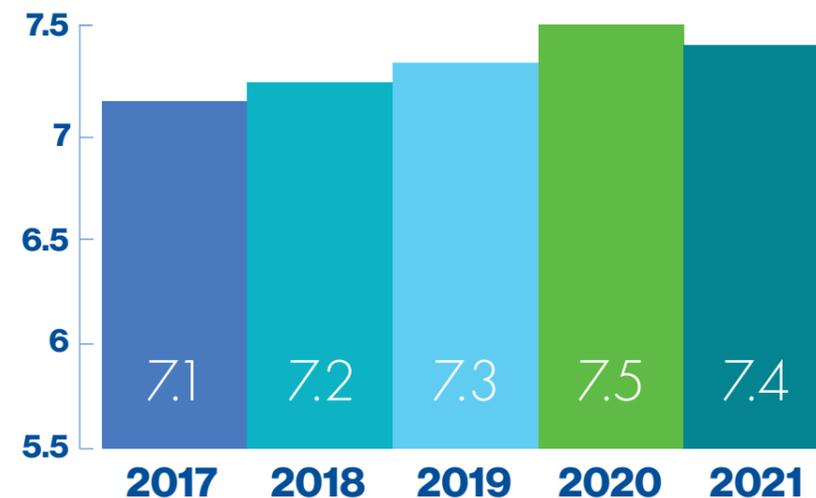
The fifth annual employer survey was conducted over November 2021, and we again received a record response rate from our employers, a strong signal of engagement in itself.

Overall satisfaction was relatively stable, a pleasing result given the continued and extensive disruptions caused by COVID-19 across our sectors over 2021. As with previous years, the feedback from employers is being closely analysed to determine areas for improvement. Action plans are then developed, that will help to further lift overall employer satisfaction.

Other highlights included:

- **93%** of respondents felt that Careerforce programmes either met or exceeded their organisation's workforce development needs.
- **89%** of respondents felt that assessments in the programmes matched workplace requirements.
- **85%** of respondents expected their training requirements to either stay the same or increase over the next 12 months.

## Overall Satisfaction (out of 10)



“Ka mau te wehi te mahi o Careerforce.”

“Careerforce has definitely improved over the last couple of years in terms of professionalism and communications.”

“Careerforce are an integral part of our team. They are wonderful, customer focused and passionate about what they do. I love working with them.”

# 2021 By the Numbers

Over 2021, we:

SUPPORTED A RECORD NUMBER OF

**19,541** LEARNERS



WORKED ACROSS A RECORD NUMBER OF

**2,042** WORKSITES  
ACROSS AOTEAROA

HAD THE HIGHEST LEVEL OF ENROLMENTS SINCE

**2017** AND **25%** ↑  
UP ON 2020

HAD LEVEL 4 LEARNERS

MAKE UP **39%**

OF ALL LEARNERS, UP FROM 19% IN 2016, AND REPRESENTING THE LARGEST GROUP OF LEARNERS FOR THE FIRST TIME



SUPPORTED

**39.7%**

OF LEARNERS AGED 34 AND UNDER, UP FROM

**32.1%** IN 2018



SUPPORTED

**4,029**

MALE LEARNERS

A **38%** INCREASE FROM 2016



HAD

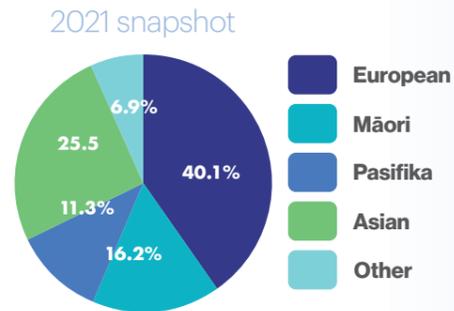
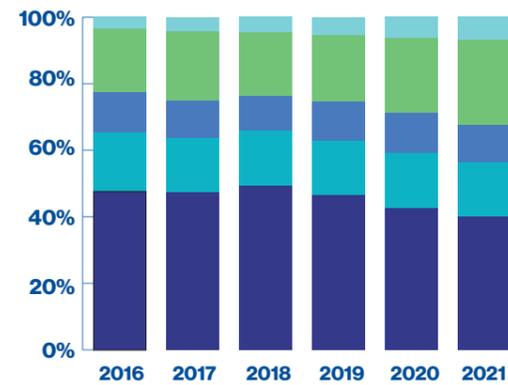
**6,912** PROGRAMME COMPLETIONS

**14%** UP ON 2020

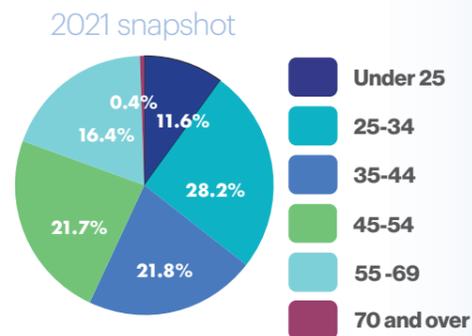
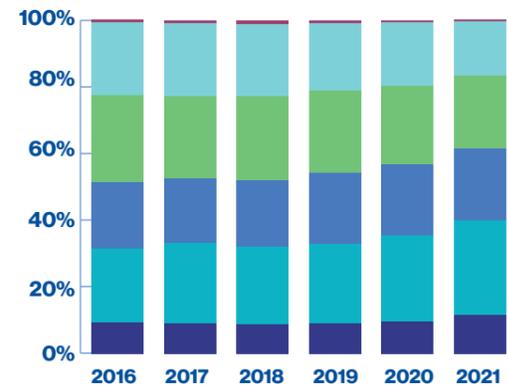


# 2021 Learner Reports

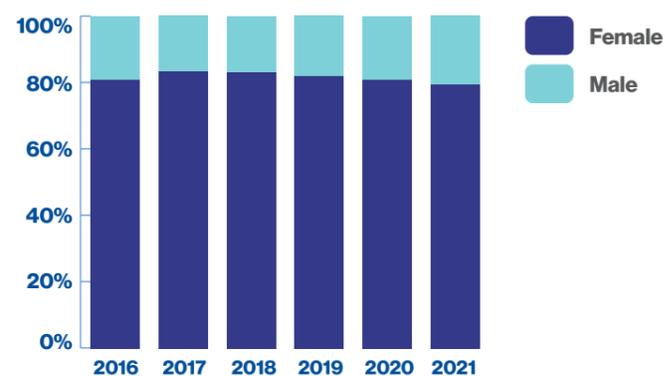
## Learners by Ethnicity



## Learners by Age



## Learners by Gender



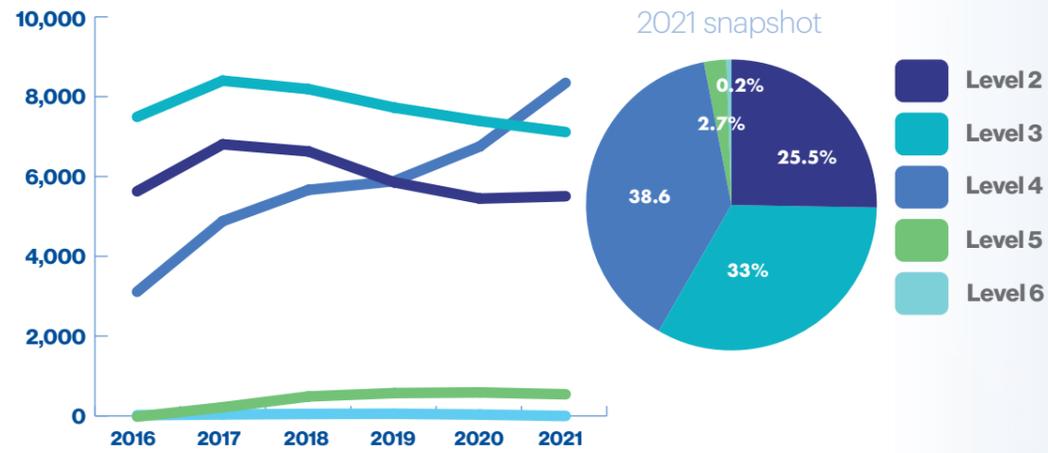
## Worksites Supported



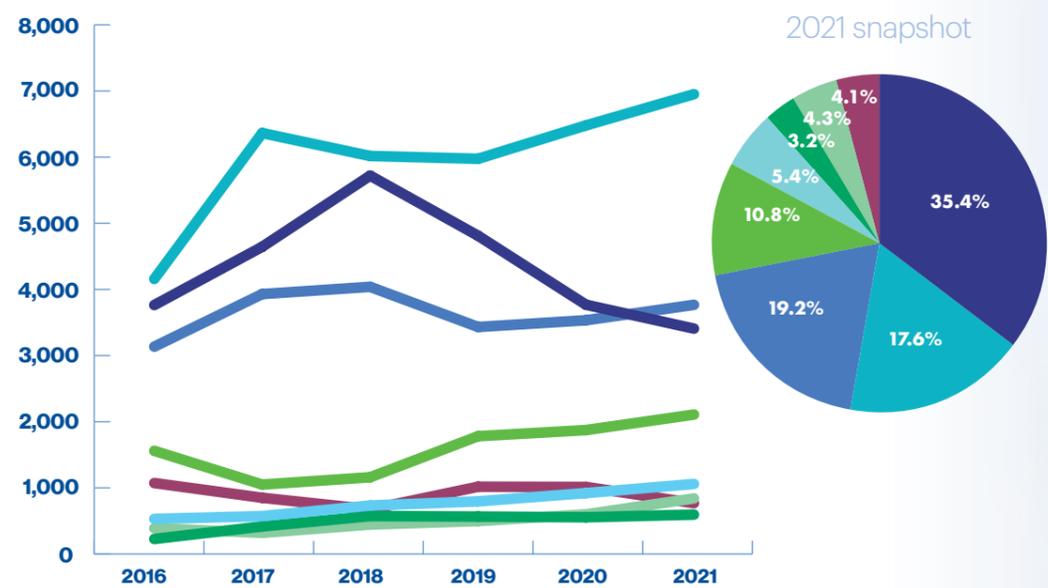
## Standard Training Measures



### 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 originally joined the Careerforce Board as the Chief Executive of the New Zealand Disability Support Network (NZDSN). In this role he led a number of strategic initiatives that positioned NZDSN as an influential peak body for Disability support employers. Garth has a wealth of experience in and around the disability sector with previous roles in both NGOs and the public sector spanning management, Governance, research, policy development, service design and evaluation. He is now a self-employed consultant and continues to have an active involvement in disability policy and workforce development. Garth was also recently appointed as a council member for Toitū te Waiora, the new Workforce Development Council that has coverage for the community, health, education and social services sectors which includes disability support.



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

Sarah has been the CEO of the Building Services Contractor Association of NZ (BSCNZ) for the past 4 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 (a division of Cleaning Systems Ltd), a specialist cleaning/ Urban pest management training provider. His 30 year career in cleaning, decontamination and pest control covers technical, management and governance roles where his strategic experience is recognised and acknowledged. Paul is a respected industry advocate who has served on Committees with leading industry associations, e.g., PMANZ and CCANZ. Paul is a member of the NZIOD and the Hazardous Substance Professionals of NZ. As a Compliance Certifier authorised by both EPA and 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.



**DIRECTOR EMPLOYEE KNOWLEDGE**  
**IAIN LEES-GALLOWAY**

Iain is the Associate Industrial Services Manager at the New Zealand Nurses' Organisation which, along with other unions affiliated to the New Zealand Council of Trade Unions, represents people working in the sectors Careerforce operates in, especially Aged Residential Care.

Iain is a former Member of Parliament and Cabinet Minister. He held a variety of portfolios in Government and Opposition including Workplace Relations, Immigration, ACC and Associate Health. Through his parliamentary and union work, Iain has developed a strong interest in the development of the health and disability workforce and in government, providers, educators and unions working together to deliver excellent service for residents and patients and fulfilling careers for workers.

Iain has over two decades of governance experience, particularly in education and community organisations.

# Meet the Senior Leadership Team



**CHIEF EXECUTIVE OFFICER**

**JANE WENMAN**

Jane was appointed Chief Executive Officer at Careerforce in late 2018. With experience in both operational and governance environments, Jane brings strategic expertise to Careerforce. Shortly after Jane's tenure began, the Reform of Vocational Education (RoVE) was announced, and this led to a change in the future focus of Careerforce. Jane's understanding of our sectors enables her to guide the company through the tremendous changes that have been presented through both RoVE and COVID-19. This is alongside driving a new strategic direction for Careerforce that is focused on the achievement of all learners that we support. Her ability to motivate has evolved from past experience in change management, human resources and communications.



**GENERAL MANAGER EMPLOYER SERVICES**

**ANDREW SAUNDERS**

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

*Andrew resigned from Careerforce in October 2021*

*Stephanie Clark replaced Andrew as General Manager Employer Services in January 2022.*



**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 MARKETING, COMMUNICATIONS AND INSIGHTS**

**PAUL WILLIAMS**

Paul joined Careerforce in 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 and wellbeing.



**GENERAL MANAGER LEARNING SOLUTIONS**

**ROD BENTHAM**

Rod joined Careerforce in 2018 and brings over 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 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

The past year has been another eventful one for us all, with COVID-19 posing ongoing challenges to both personal health, and business continuity.

We have seen the introduction of vaccine mandates for the health sectors we support, and this has directly impacted upon our Careerforce whānau as well.

Through these challenges, our priority has continued to be on our people and living our values of manaakitanga, kotahitanga and kaitiakitanga. As we head towards our currently proposed September 2022 transition into Te Pūkenga, our focus is on ensuring that our people's wellbeing is safeguarded.

In 2022, we are extending our cultural confidence programme beyond Te Reo Māori and Te Ao Māori, to Pacific and Disability, which further supports our people to engage with our sectors, employers and learners. With the foundation built through our Te Reo Māori cultural confidence programme last year, we are continuing our journey by offering further development to our people around Te Tiriti o Waitangi and Te Reo Māori.

October 2021 saw our standard setting functions transition to the newly established Workforce Development Councils (WDCs), resulting in a number of our people transferring into roles across these WDCs. The recruitment of new whānau was a focus for the remainder of 2021 and into early 2022 to ensure that we have the people we need to support our ever changing mahi and the needs of our sector. New dedicated roles were also created to support our Māori and Pacific strategies, and we are confident this will help us better support more equitable outcomes across our learners.

Despite the disruptions and uncertainties created by COVID-19 and the transition to Te Pūkenga, our Careerforce whānau have remained focused on, and steadfastly committed to improving the outcomes of our learners and employers. Our transition into Te Pūkenga later in 2022 will certainly create new challenges, but equally new opportunities for our staff to contribute to the new vocational education system, and to champion the needs of our learners and employers within Te Pūkenga.



# Financial Summary 2021

Careerforce reported a significant surplus for the year compared to the two previous financial years, largely due to increased Government funding through the Targeted Training and Apprenticeship Fund (TTAF) and reduced overall costs due to COVID-19 restrictions. Total equity and reserves have increased as a result.

The original focus for 2021 was to maintain training numbers and provide continued support to training participants and workplaces during a difficult period due to COVID-19. However, with the introduction of the Government Targeted Training and Apprenticeship Fund (TTAF) in July 2020 in response to COVID-19, making training free for the majority of Careerforce programmes, we experienced a significant increase in enrolments in 2021. Revenue for the 2021 year was \$5.0 million higher than budgeted. The TTAF is due to end 31 December 2022.

Expenditure was significantly lower than anticipated in the year due to limited stakeholder engagement, travel, and other operating expenses because of COVID-19.

Looking forward to 2022, the focus for Careerforce will continue to be on supporting learners and workplaces with training, pastoral care and assessment as they navigate a difficult environment. A special focus will also be placed on equitable outcomes for priority learners (Māori, Pacific and disabled learners) with additional funding provided by TEC for 2022. Another major project for the year will be the upgrade to the information technology platforms used by the organisation and learners and workplaces. This is expected to commence during the year, ahead of the transition to Te Pūkenga, which is expected to take place on 1 September 2022. There will also be significant work required in preparation and execution of the transition plan to Te Pūkenga.

## Surplus/(Deficit) 5 Year



# 2021



Revenue for the year was  
**\$27,898,209**  
 which is a 22% increase compared to the prior year  
 and largely due to increased enrolments



Funding from Tertiary Education  
 Commission (TEC)  
**\$26,596,336**  
 (95% of revenue)



Expenditure increased during the year  
 relative to 2020 to  
**\$23,139,496**  
 to accommodate increasing enrolments



Net surplus for the year  
**\$4,758,713**



Total equity increased by  
 61% to **\$12,578,570**



Cash, Cash Equivalents and Term Deposits held  
 at the end of the financial year were valued at  
**\$20,141,908**  
 a 94% increase on the previous year, reflecting the surplus  
 for the year and funds received in advance from TEC to  
 cover TTAF refunds and commitments

## Financial Statements

Community Support Services ITO Limited

Company No. 1819395

Charity No. CC32360

Summary Financial Statements

For the Year Ended 31 December 2021

### Statement of Comprehensive Revenue and Expenses For the Year Ended 31 December 2021

|  | 2021<br>\$        | 2020<br>\$        |
|--|-------------------|-------------------|
| <b>Revenue from Non-Exchange Transactions</b>                |                   |                   |
| Tertiary Education Commission funding                        | 26,596,336        | 20,902,678        |
| Qualification fees   | 118,039           | 1,193,155         |
| Other non-exchange revenue                                   | 203,287           | 468,542           |
| <b>Total</b>   | <b>26,917,662</b> | <b>22,564,375</b> |
| <b>Revenue from Exchange Transactions</b>                    |                   |                   |
| Investment income received                                   | 120,671           | 128,199           |
| Other exchange revenue                                       | 859,876           | 190,700           |
| <b>Total</b>   | <b>980,547</b>    | <b>318,899</b>    |
| <b>Total Revenue</b>   | <b>27,898,209</b> | <b>22,883,274</b> |
| <b>Expenses</b>  |                   |                   |
| Administration   | 3,421,634         | 3,341,565         |
| Learning and assessment support                              | 1,530,612         | 785,534           |
| Operating expenses   | 3,373,851         | 1,770,492         |
| Personnel expenses   | 14,813,399        | 15,894,555        |
| <b>Total Expenses</b>  | <b>23,139,496</b> | <b>21,792,146</b> |
| <b>Total Surplus for the Year</b>                            | <b>4,758,713</b>  | <b>1,091,128</b>  |
| <b>Total Comprehensive Revenue and Expenses for the Year</b> | <b>4,758,713</b>  | <b>1,091,128</b>  |

### Statement of Changes in Net Assets For the Year Ended 31 December 2021

|  | Ordinary Shares | Accumulated Comprehensive Revenue and Expense | Total Equity      |
|--|-----------------|---|-------------------|
|  | \$              | \$  | \$                |
| <b>2021</b>                            |                 |   |                   |
| Opening Balance 1 January 2021         | 107             | 7,819,750                                     | 7,819,857         |
| Surplus for the year                   | -               | 4,758,713                                     | 4,758,713         |
| Cancellation/Buy-back of Shares        | -               | -   | -                 |
| <b>Closing Equity 31 December 2021</b> | <b>107</b>      | <b>12,578,463</b>                             | <b>12,578,570</b> |
| <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>  |

### Cash Flow Statement For the Year Ended 31 December 2021

|   | 2021<br>\$       | 2020<br>\$       |
|---|------------------|------------------|
| Net Cash Flows from Operating Activities                    | 10,114,035       | 4,112,461        |
| Net Cash Flows from Investing Activities                    | (11,071,987)     | (1,693,614)      |
| Net Cash Flows from Financing Activities                    | -                | (2)              |
| <b>Net Increase/(Decrease) in Cash and Cash Equivalents</b> | <b>(957,952)</b> | <b>2,418,845</b> |
| Cash and cash equivalents at beginning of period            | 3,542,213        | 1,123,368        |
| <b>Cash and Cash Equivalents at End of Period</b>           | <b>2,584,261</b> | <b>3,542,213</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 2021

|  | 2021<br>\$        | 2020<br>\$        |
|--|-------------------|-------------------|
| <b>Assets</b>  |                   |                   |
| Current Assets   | 21,844,117        | 12,583,191        |
| Non-current Assets                                     | 830,293           | 1,077,570         |
| <b>Total Assets</b>                                    | <b>22,674,410</b> | <b>13,660,761</b> |
| <b>Liabilities</b>                                     |                   |                   |
| Current Liabilities                                    | 10,095,840        | 5,840,904         |
| <b>Total Liabilities</b>                               | <b>10,095,840</b> | <b>5,840,904</b>  |
| <b>NET ASSETS</b>                                      | <b>12,578,570</b> | <b>7,819,857</b>  |
| <b>Equity</b>  |                   |                   |
| Issued Capital   | 107               | 107               |
| <b>Accumulated Comprehensive Revenue and Expense</b>   |                   |                   |
| General Reserve  | 2,478,463         | 1,219,750         |
| Operating Reserve (three months operating expenditure) | 6,400,000         | 5,600,000         |
| Careerforce Grants                                     | 3,000,000         | -                 |
| Contingency Reserve (responding to RoVE)               | 700,000           | 1,000,000         |
|  | <b>12,578,463</b> | <b>7,819,750</b>  |
| <b>TOTAL EQUITY</b>                                    | <b>12,578,570</b> | <b>7,819,857</b>  |

For and on behalf of the Board of Directors:



13 April 2022

**Fiona Pimm**, Chair of Board



13 April 2022

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

## Notes to the Financial Statements For the Year Ended 31 December 2021

### 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 programmes, to moderate assessment and to arrange workplace based training.

### Note 2 Basis of Preparation

The financial statements have been prepared on a realisation 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 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 5 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 6 Contingent assets and liabilities

There are no contingent assets at the reporting date (2020: \$Nil).

Any liabilities will be transferred to Te Pūkenga – New Zealand Institute of Skills and Technology and there are therefore no contingent liabilities at the reporting date (2020: Careerforce has property lease commitments that extend beyond December 2022, when responsibility for workplace learning will shift from TITOs to Te Pūkenga. Specific details for timing and transition arrangements are uncertain. The lease commitments could create a contingent liability of \$958,000).

### Note 7 Capital Commitments

There are no capital commitments at the reporting date (2020:\$Nil).

### Note 8 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 2021 reflect any assumptions accordingly, which are stated in the relevant notes in the full Financial Statements.

Due to the transfer of operations to Te Pūkenga that is expected to occur on 1 September 2022, the Board have not identified any significant ongoing operations for Careerforce post transfer to Te Pūkenga. Therefore, these financial statements have been prepared on a realisation basis for the year ended 31 December 2021.

### Note 9 Events After the Reporting Date

On 1 March 2022, a non-binding transfer agreement between Careerforce and Te Pūkenga setting out the terms of the proposed transfer was signed. A binding transfer agreement will be confirmed once a proposed transition plan is approved by TEC.

### Note 10 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 13 April 2022.



Auditor's Report For the Year Ended 31 December 2021

## 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 consolidated financial statements, which comprise the summary statement of financial position as at 31 December 2021, 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 2021. 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 unmodified audit opinion on the audited financial statements in our report dated 6 May 2022.

#### Emphasis of Matter

We draw attention to Note 8 of the summary financial statements, which describe the effects of the Reform of Vocational Education (RoVE) on the Company, along with the realisation basis of accounting in regard to the preparation of the financial statements. 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 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  
6 May 2022





**careerforce.org.nz**

0800 277486

info@careerforce.org.nz