

Annual Report 2017



Careerforce
te toi pūkenga

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Qualifications for Life. Skills for Good.

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

As the Industry Training Organisation (ITO) for the health, wellbeing, social and community sectors, we support New Zealand workplaces to run workplace training programmes for their staff.

Careerforce is also the Government appointed body that sets skill standards and develops and facilitates the achievement of NZQA recognised qualifications across all our sectors.

Our values

Kaitiakitanga – Upholding responsibilities

We are committed to benefitting the communities we serve and protecting the wellbeing of future generations.

Kotahitanga – Connecting people

We are all united in our common goal to improve the health and wellbeing of New Zealanders and everything we do is focused towards this goal.

Manaakitanga – Honouring others and ourselves

We provide an environment where everyone is comfortable and can participate in a meaningful way.

Careerforce | Te toi pūkenga

Te toi pūkenga: attaining skill and knowledge:

People are at the centre of all we do and te toi pūkenga embraces the essence of this. It's about the art of an individual attaining knowledge and skill. Every person sits at the centre of their own potential.

Careerforce is the mandated standard setting body for the following sectors:

- Aged support
- Cleaning
- Disability support
- Healthcare services
- Home and residential services
- Mental health and addiction support
- Social and community services
- Urban pest management
- Youth work.

We are the bridge between education and our sectors to ensure that the workforce has the right skills, knowledge and attributes in the right place at the right time.

A woman with long blonde hair, wearing a grey cardigan over a black top, is smiling and standing in front of a wall. The wall has several words in large, dark letters: 'WELLNESS', 'FRIENDS', 'WORK', 'JOY', and 'HUGO'. There is also a word 'ST' partially visible. The woman is wearing a blue wristband and a silver bracelet. The background is slightly blurred, showing an office environment with desks and computers.

“My job is really rewarding. I get to support someone to reach their goals, and contribute to doing good in the community.”

TEGAN COOTE
MENTAL HEALTH SUPPORT WORKER

Board Chair Report | Richard Westlake

This opportunity to reflect on 2017 has highlighted to me the tremendous growth and progress that Careerforce has achieved in the past year.

This was reflected in the growth of trainee numbers during 2017. During 2016 we supported a total of 18,474 trainees; in 2017 this increased to 21,110. The increase is a direct measure of the value placed on the qualifications, programmes and assessments that Careerforce supports.

The change of government during 2017 had the potential to delay progress in areas that are guided by government strategy and funding. We are fortunate that Careerforce has not had to adjust any initiatives or strategic planning as a result of the election. We are fortunate to enjoy bi-partisan support for the work of Careerforce, as all sides recognise the benefits of a trained and qualified kaiāwhina health and social services workforce.

At last May's AGM, we saw the departure of two directors, Dave Guerin and Kerry Davies. Dave had served 6 years on the Board and provided extensive expertise on tertiary education policy and management. This vital knowledge has not been entirely lost, however, as we continue to be informed through Dave's ED Insider intelligence service. Kerry was on the Board for 3 years and represented the employees within our workforce coverage. Kerry did not take this duty lightly and provided valuable informed opinions on Careerforce's role, for the betterment of our workforces.

Towards the end of the year, Lillian Small resigned from the Board to further her career internationally. Lillian was the first member on our Board from the large building services sector and guided us enthusiastically through this

transition. I should like to express my personal thanks to all three for their service, guidance and commitment, and for their role in governing Careerforce through its growth during recent years.

At the 2017 AGM, we also welcomed two new directors to the Board: Dr Greg Coyle, Principal Advisor for The Salvation Army Social Programme in New Zealand, Fiji and Tonga, brings a breadth of knowledge and expertise on the needs of our social services sector that we aim to utilise fully during his tenure. Secondly, Cee Payne



has replaced Kerry Davies as the appointed Director – Employee Knowledge from NZCTU. We have already had great input from Cee and we value the perspective that this position brings.

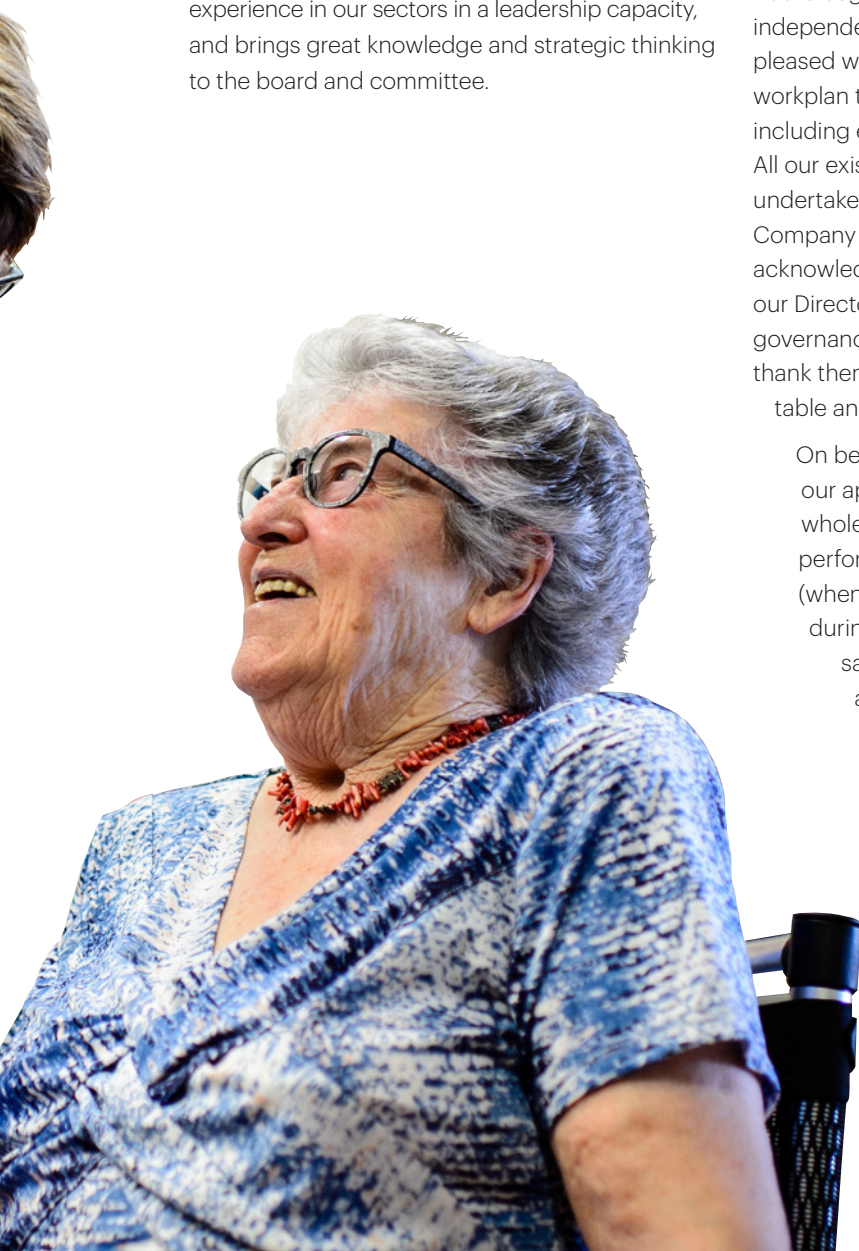
The Careerforce Board is supported by the Audit & Finance Committee and Māori Advisory Board. Norah Barlow chairs the Audit & Finance Committee and provides considerable other support behind the scenes. She has in-depth experience in our sectors in a leadership capacity, and brings great knowledge and strategic thinking to the board and committee.

Our Deputy Chair, Fiona Pimm, chairs our Māori Advisory Board, Te Mana Whakahaere. The Advisory Group is made up of kaiwhakahaere from a range of sectors, who have the experience to assist management achieve successful outcomes for Māori. Fiona's contribution to the cultural competence of Careerforce staff, and increasing Māori achievement, is valued highly throughout the organisation.

At the beginning of the year, we undertook a full independent board evaluation. We were generally pleased with the results and have implemented a workplan to develop the board's strengths further, including enhanced professional development. All our existing Board members have now undertaken the Institute of Directors' five-day Company Directors course. I would like to acknowledge the work and commitment of all our Directors as our strongest advocates at a governance level in the sectors we support, and to thank them for their contribution around the board table and more broadly.

On behalf of the Board, I'd like to extend our appreciation and thanks to Ray and the whole Careerforce team for another excellent performance in a challenging environment (when isn't it?). With the growth we've seen during the year it has been immensely satisfying that Ray and his team have achieved the results that Careerforce has delivered. This isn't measured in the company's profit, but in the positive impact on the individual and collective well-being of New Zealanders.

Finally, thank you to all our shareholders and employers for your confidence. The company plans to achieve more, and grow further, in 2018, and the Board has great confidence that Careerforce can continue to deliver and perform.



Chief Executive Report | Ray Lind

Careerforce continues on its path of spectacular growth and further enablement of the workforce in our sectors.

Once again, we set ourselves significant targets to achieve in 2017. This challenge was met with passion by our Careerforce teams and we exceeded these comfortably.

We have achieved just under 5,000 Standard Training Measures (STMs; the unit of funding from the Tertiary Education Commission) in 2017; compared to 2,747 STMs in 2012. This is growth of 77% in just 5 years. This has been achieved by not only a lot of hard work, but also by continual focus on the needs of our sectors. I am proud that we have developed a genuine pathway for our trainees with qualifications from Level 2, progressing to Level 3, and then on to a full apprenticeship. In addition, the qualifications we support now extend to Level 7 with offerings of more specialised training for those at the higher levels.


It is vital that we maintain our high standards of quality even while we are growing at such a rapid pace. I was delighted to have this confirmed in the results from our NZQA External Evaluation Review (EER) during the year. Careerforce received the highest possible rating of Highly Confident for both components of the review. In reaching these ratings NZQA concluded that Careerforce had successfully implemented an employer-led workplace training model and demonstrated a sound understanding of the sectors we are responsible for.

The Kaiāwhina Workforce Action Plan (KWAP) is now 2.5 years into its five-year implementation.

Actions within the plan have been making steady progress and we see this plan as vital in growing the scope of Kaiāwhina in integrated care. The plan has now achieved both national and international recognition, further proving the worth of this initiative.

Our positioning with key social and community stakeholders continues to enhance our presence and credibility with the sector. We have seen increasing engagement across the social and community spectrum, including programmes for the family violence, foster care, and teacher aide workforces. Our engagement with government has also increased, with our existing relationship with MSD built upon with relationships with Oranga Tamariki and the Ministry of Justice. It is vital we continue this progress to further the completion of qualifications which enhance community wellbeing.

A personal highlight for 2017 was the Careerforce Workforce Development Conference, held at Te Papa in August. This was a great opportunity for those passionate about public health and social services to come together and talk about how we can improve the health of people and community wellbeing across New Zealand. The conference was confirmed as a great opportunity for delegates to see, hear, discuss and network with others in their sectors. We also held an awards night during the conference including a graduation ceremony for our first cohort of apprentices. The calibre of applicants for our award categories was remarkable. It was a tremendous honour to read through the many applications from trainees and apprentices across New Zealand and an extremely difficult challenge to narrow these down to finalists and ultimately, the winners.



While we have achieved much in 2017, our attention has well and truly turned to 2018 and beyond. The Tertiary Education Commission (TEC) has recognised our achievements and approved funding that is 20% higher in 2018 than in 2017. It is important we continue to build a strong and high performing industry training sector to support the health and wellbeing of all New Zealanders. Therefore, with this funding increase comes the facility for our reach to extend further to enable even more trainees and apprentices to be supported through to their qualification.

As an organisation we look forward to the challenges ahead. We will be meeting them with great vim and vigour!

NZQA External Evaluation and Review

In 2017 Careerforce received the highest possible ratings in its NZQA External Evaluation and Review (EER) in a final report released by NZQA.

All non-university tertiary education organisations (TEOs) are subject to periodic EERs, the purpose of which is to provide an independent judgement of their educational performance and capability in self-assessment.

Careerforce received overall ratings of Highly Confident in both its educational performance, and its capability in self-assessment, having rated as Confident in its previous review (2013). The final report found that “the organisation has a clear purpose and direction and is well led by a highly effective sector and industry skills-based board and senior management team” and that “Careerforce has effective processes that contribute to training outcomes. It is meeting

the most important needs of employers, industry, trainees and government agencies.”

“This report is the result of a huge team effort by staff, with the guidance of a superb Board, but also the active support and contribution of our 1100 employer partners, and our 17,000 trainees currently enrolled with us”, says CEO, Ray Lind.

Richard Westlake, Careerforce Board Chair echoed Lind’s sentiments. “Careerforce’s growth in recent years reflects the quality of the qualifications being developed by Careerforce, in consultation with key stakeholders, and confirms that we are indeed meeting the needs of our sectors. I congratulate our employers for their commitment to upskilling their workforces to meet the growing needs of the health and wellbeing sectors.”

As a result of the Highly Confident rating, Careerforce will not require a further EER for four years, the maximum possible under the current legislation.



Pay Equity for the Aged Care and Support Sectors



2017 was an interesting year for Careerforce, notably due to the emergence of the government's historic \$2b Pay Equity settlement.

We applaud the government for their actions in recognising that the value of the carer workforce has been significantly undervalued, a universally shared view. However, we equally understand the unsettling impact that it has had upon those operating in the aged care sector due to the paradigm shift created.

Careerforce hosted a nationwide series of well attended stakeholder events to help clarify Careerforce's legislated obligations. This helped to provide a better understanding about our role, especially for those stakeholders who were affected.

The roadshow events allowed us to explain that at very short notice, we were required to assess the equivalence of existing carer qualifications with NZQA qualifications (including that people from specified countries with a nursing diploma or degree are automatically considered equivalent to the NZ Level 6 or 7 qualification). Importantly, we

were only allowed to assess equivalence, and not relevance. We don't have discretion, and are simply bound by the Act. The process of determining equivalence is a robust one, that has consumed significant organisational resource.

It is universally agreed that carers have been in the past, undervalued. This enormous pay settlement, which is being largely funded by the government, is an attempt to redress the wrongs that the NZ Courts deemed to have occurred through inequitable pay.

Of course, ability to pay is a function of productivity. The way to improve productivity usually includes building competency and qualifications for the workforce. This means that many providers are reviewing their business models to ensure that the productivity gains that need to come with qualifications and increased pay are realised.

Careerforce's role in this process is to ensure that, as far as possible, qualifications are fit for purpose. The qualifications remain the property of NZQA and are national qualifications. Careerforce does not have the discretion to simply build and change qualifications without obtaining the approval of NZQA through their processes.

Workforce Development Conference and Awards

The third Careerforce Workforce Development Conference was held in August 2017 at New Zealand's national museum, Te Papa.

The conference was a meeting of some of the brightest minds in New Zealand's health, wellbeing, social and community sectors.

Comedian Te Radar opened the floor to a roomful of thought providers, sector experts and passionate leaders. The Hon Louise Upston opened the conference.

A political panel of Labour's Jenny Salesa, the Green's Jan Logie, and Tracey Martin from New Zealand First, shared their policies and plans impacting on the health, social and community sectors and industry training.

Pay equity, suicide prevention and the state of mental health in New Zealand were key topics.

The very first cohort of graduates from the New Zealand Apprenticeship in Health and Wellbeing were celebrated at the conference. Kaiāwhina from programmes spanning Mental Health and Addictions, Community Facilitation, Primary Care Practice Assistance, Social Services and Diversional Therapy were recognised and rewarded for their amazing contributions to New Zealand's health outcomes.

A Training Excellence Awards ceremony was also held at the conference to celebrate the achievements of those working in the health and wellbeing sectors. These Careerforce Training Excellence Awards reward and recognise the impact our trainees and apprentices have on their communities and improving health and wellbeing outcomes for all New Zealanders.

Thames-based youth worker Turaukawa Sam Bartlett from Te Korowai Hauora o Hauraki was crowned Maori Trainee of the Year, while Auckland-based mental health worker Christina Taefu from Framework Services claimed the Pasifika Trainee of the Year title.

Christchurch-based diversional therapist Roxana Thornton from Homestead Ilam took home the Trainee of the Year award and Auckland-based disability support worker Katrina Collins from Goodwood Park won Apprentice of the Year.

Careerforce's CEO Ray Lind says there was an extremely high calibre of applicants for the Training Excellence Awards.

"Tonight's winners have all been chosen because of their commitment to training, their own professional development and the wonderful contributions they have made to their workplaces and communities," he says.

"In our eyes, all of our trainees are winners. The journey through workplace training is often a challenging one, because as trainees you need to combine your everyday jobs and your commitments to family and whanau with your studies.

"We are so proud of what has been achieved and the great work these trainees and workplaces do in supporting the health and wellbeing of New Zealanders," Lind says.

Lind says the Awards are an opportunity to recognise and reward dedicated people who show commitment to training, a desire to improve in their role and contribute to their communities.

Presbyterian Support Northern-Enliven (PSN Enliven) was the proud winner of the 2017 Workforce Development Employer of the Year

award for their outstanding commitment to workplace training.

PSN Enliven has been providing social services to New Zealanders for more than 125 years and supports families, children, older people and people with injuries and disabilities across the central North Island, particularly those who are at risk or vulnerable.

Lind said the Workforce Development Employer of the Year award recognised the ongoing commitment PSN Enliven showed to the professional development of their workforce.

“The best employers understand that training development and qualifications are an

investment, rather than a cost,” Ray said.

“Empowering their staff inevitably results in an improved return on that investment.”

Cherie Saunders, Learning and Development and Quality Manager, says PSN Enliven has a strong culture of professional development for its support workers.

“Continued learning progression for support workers is now not only an organisational cultural expectation for Presbyterian Support Northern, but it is embraced and expected as part of support worker’s right to be able to learn on the job.”



TURAUKAWA SAM BARTLETT
MENTAL HEALTH AND ADDICTION SUPPORT WORKER
MAORI TRAINEE OF THE YEAR



New Zealand Apprenticeships

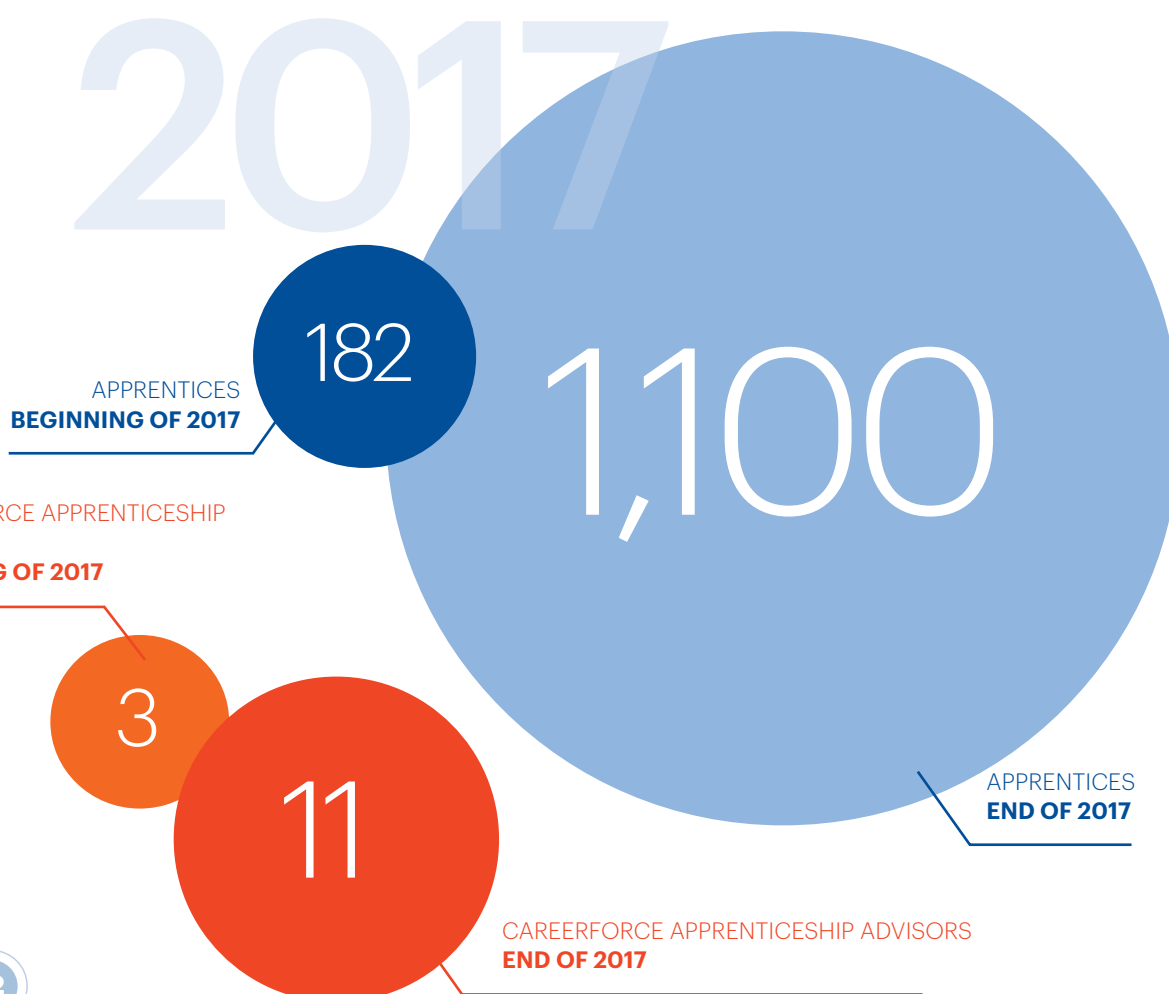
There were 182 Careerforce Apprentices at the beginning of 2017. This number reached 1,100 by the end of the year across a number of sectors.

During 2017, the number of Careerforce Apprenticeship Advisors grew from 3 to 11, to support the trainee growth across the country. The Apprenticeship Advisors provide assessment, pastoral support and direction to the apprentices.

Feedback from apprentices has identified the level of pastoral care support from the Careerforce

Apprenticeship Advisors as being a critical success factor. We continuously evaluated the apprenticeship programme through the year and made improvements where necessary. Following consultation with stakeholder groups, feedback suggested that we include technical skills into some of our programmes. We have, and continue to enhance the apprenticeship programme with sector specific technical skills.

In August 2017, we held our Workforce Development Conference at Te Papa, Wellington. During the first evening of the conference we hosted an awards ceremony where we celebrated the achievement of the first 32 graduating apprentices.



New Business Programmes Boost the Skills of Leaders and Managers

2017 saw the launch of Careerforce's new business and management programmes at Levels 5 and 6.

Leaders and managers in the health, wellbeing and hygiene sectors now have the opportunity to develop their leadership skills and competencies using their own role, organisation and sector knowledge.

So often the focus is on training for staff at levels 2 to 4, but professional development for senior employees is just as important. An efficient and effective business relies on leaders and managers being armed with the relevant skills and competencies to improve, enhance and add value to the organisation. Developing exceptional leadership can help build a stronger and more resilient organisation.

Following the demand from the residential aged care, disability, home and community, volunteer, cleaning and pest management sectors, Careerforce set out to develop leadership and management programmes that reflect the skills and knowledge essential for these sectors.

In July 2017, Careerforce launched new programmes that lead to the New Zealand Diploma in Business (Levels 5 and 6) Leadership and Management. These programmes will help current and aspiring leaders and managers meet their organisation's goals and objectives. The Level 5 programme focuses on the organisation's operational objectives while the Level 6 Programme emphasises strategic objectives.

These diplomas recognise the employee's skills and experience while building on their existing knowledge to manage and lead teams effectively. Leaders and managers are then able to adapt modern business practice tools and strategies into their own workplace setting.

"We want to support leaders and managers to empower their teams and lead them to achieve their objectives. We want to enable them to make the right decisions for their organisations through modern business practice tools and strategies."

Ray Lind, CEO, Careerforce.

The new business programmes will provide techniques that help employees become more 'outcomes focused' to help them achieve objectives in an efficient and effective way. Techniques will provide employees with skills that enable them to lead with confidence and use these abilities to bring about innovation and change within their organisation. Employees will build high performing teams, communicate and collaborate with internal and external stakeholders and demonstrate problem solving and decision making.

A feature of the programme is Kōrero Mātanga (a structured conversation between the employee and assessor). This enables the leader or manager to demonstrate their knowledge and skills through story-telling and sharing experiences.

Links to resources that assist the employee to gain additional knowledge have been provided.

To enhance the knowledge and background to the programmes, we will be involving thought leaders who will provide expert opinion and commentary on relevant news and issues related to leadership and management. These sessions will be broadcast online.



“A lot of them are at rock bottom when they come to us, so witnessing their recovery journey always amazes me.”

MATT RAWLINGS
**DRUG AND ALCOHOL RESIDENTIAL CENTRE
SUPPORT WORKER**

“Working as a cleaner, the most important thing for me is that I can walk away and feel like I’ve made a difference to the residents.”

HALEY TAYLOR
FACILITIES CLEANER



Signing the Historic Kawenata with Waikato Tainui

Careerforce, alongside the ten other industry training organisations (ITOs) signed an historic agreement (Kawenata) with Waikato Tainui.

This initiative represents an important step in the tribe's plan to increase career opportunities for its people.

The Kawenata outlines a mutual commitment to co-design and deliver on annual action plans based on the needs of both organisations, plus importantly, a commitment to supporting Waikato Tainui tribal members attain a minimum NZQA level 4 tertiary qualification.

Careerforce CEO, Ray Lind is excited at the potential for the role this Kawenata can play within its wider workforce development plans, "We look forward to supporting Waikato Tainui, and their proactive investment in iwi futures; our goals align well. Māori account for a large proportion of both Careerforce trainees, and the existing health and

wellbeing sector workforce, and there are significant skills shortages hampering these sectors. Any initiatives that support both the development of the Māori workforce, and help address these shortages have to be win-wins."

For Waikato Tainui, CEO Donna Flavell says the agreements are designed to give their people options so that they are able to arm themselves with the skills that they require, to stand proudly as future parents and leaders.

"I am excited by the possibilities ahead and this is untested ground for these ITOs, but they have taken a bold step and the signals that they have sent to the market today will have far reaching and positive consequences for our people and our region."

Lind sees the agreement as providing a pathway for Careerforce working directly with iwi, as part of Careerforce's mission of improving the health and wellbeing of all New Zealanders.



Workforce in Action

The Kaiāwhina Workforce Action Plan, overseen by a partnership between Careerforce and Health Workforce New Zealand (HWNZ) sets out a 20-year vision and a 5-year action plan (2015-2020) for the development of the health and disability kaiāwhina (non-regulated) workforce.

Having a well prepared, supported and fit for purpose national kaiāwhina workforce ready to respond to the needs of people is critical for a sustainable health and disability service into the future. The kaiāwhina workforce represents more than 65,000 workers who are an essential


component of integrated health provision and disability support to enable good lives. The Plan aims to ensure kaiāwhina are recognised as a valued workforce, supported and enabled on their learning journey to develop their skills and knowledge, to better support consumers of service.

Now at the midpoint of implementation, there has been considerable progress towards the 20-year vision: A kaiāwhina workforce that adds value to the health and wellbeing of New Zealanders by being competent, adaptable and an integral part of service provision

- All actions for the Career Development domain have been completed.
- A total of 13 actions across the Plan have been completed.
- A further 17 actions have been substantially progressed.

More information is available on the Workforce in Action website www.workforceinaction.org.nz





“It’s the most amazing feeling when you make a positive difference in someone’s life. I am forever humbled by my work.”

TRACEY CURRIE
MENTAL HEALTH AND ADDICTION SUPPORT WORKER

MyPath Online Learning and Assessment Tool

MyPath, Careerforce's online learning and assessment tool for trainees and apprentices, completed its second year of operation in 2017.

During the year, 60 modules (in addition to the 50 already online) were made available on the MyPath website.

The modules relate to the complete range of Careerforce's offering of New Zealand Certificate, Diploma and Apprenticeship programmes. MyPath also provides resource libraries and access to programme-relevant online events or webinars

for its enrolled trainees. In addition, a "view-only" module access can be provided to employers and other interested parties who need to see module online content and programme structure.

In the latter half of 2017, a MyPath stakeholder and user requirements study was undertaken. The study identified a range of needs which will be addressed and implemented as part of a major enhancement of MyPath in 2018.

At December 2017, 2486 users (from 671 organisations) were logged into MyPath. This compares to 766 users in 2016 from 278 organisations.



Careerforce People

Careerforce has experienced significant staff growth over the last 12 months.

While the increase in staff numbers has been shared across most of our teams and departments, there has been a focus on new positions in the field team, particularly the assessor and advisor roles. This increase in capacity and capability is required to meet the growing needs of our sectors.

We identify Careerforce staff as our greatest asset and recognise their value to our organisation. One part of this is having a robust Careerforce wellbeing programme that is accessible to all staff and promotes a culture that is health and wellbeing conscious. To support this programme, we offer personalised health consultations and

exercise training sessions to our employees.

Alongside this we run events, such as Active April, hold information workshops and have brought fruit into each of the offices.

With the implementation of a new staff engagement tool, we have the ability to pulse check areas of the organisation and make targeted improvements on our staff well-being and business process. There is an action plan in place to focus on the areas identified for improvement. One of the ways we are doing this is by encouraging mentoring within Careerforce, utilising the skills and experience of longer serving employees to upskill newer employees, and create a more connected workplace.

With our staff being so important to us, we will continue our focus on excellence in recruitment, retention and staff wellbeing.



Meet the Board



INDEPENDENT CHAIR: RICHARD WESTLAKE

Richard is Founder and Managing Director of Westlake Governance. He has over 20 years' experience as a board chair and director. Richard has been Chairman of the Careerforce Board for eight years.



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 ties with Government and across providers. Garth has a wealth of experience in and around the disability sector with 15 years at the Ministry of Education as a District Manager for Special Education.



DIRECTOR EMPLOYEE KNOWLEDGE: CEE (CAROLYN) PAYNE

Cee is the Industrial Services Manager for the NZ Nurses Organisation, Toputanga Tapuhi Kaitiaki o Aotearoa (NZNO). In her early years Cee trained as a Registered and Obstetric Nurse and held various nursing positions before completing her International Coaching Certification with the International Coaching Community (ICC).



DIRECTOR WORKFORCE DEVELOPMENT: DR GREG COYLE

Greg is the Principal Advisor for The Salvation Army Social Programme in New Zealand, Fiji and Tonga. Previously he held a senior position in the health faculty at the Auckland University of Technology and stakeholder management and financial monitoring roles at the Tertiary Education Commission.



DIRECTOR MAORI ASPIRATIONS: 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. Fiona is the Deputy Chair of the Board and Chairs the Māori Board Advisory Group, Te Mana Whakahaere.


DIRECTOR HOME BASED SUPPORT: JULIE HAGGIE

Julie is Chief Executive of the Home and Community Health Association, the peak body association for organisations providing home and community support in New Zealand. Julie has held previous CEO or senior management roles in industry associations and industry regulatory bodies.


DIRECTOR INDUSTRY SECTOR (OTHER): NORAH BARLOW

Norah is an experienced and respected executive and director and has in-depth knowledge of the aged and health care sector. She was President of the Retirement Villages Association of New Zealand (RVA) for seven years and made an Officer of the New Zealand Order of Merit for services to business in 2014. Norah is the Managing Director of Estia Health, an Australian listed company. Norah also holds the position of Chair of the Careerforce Audit and Finance Committee.


DIRECTOR AGED CARE RESIDENTIAL: RHONDA SHERRIFF

Rhonda is a Registered Nurse with 39 years' experience. Over the last 25 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.

TE MANA WHAKAHAERE

Te Mana Whakahaere is Careerforce's Māori Advisory Group to the Careerforce Board. Established in 2008, Te Mana Whakahaere (TMW) provides expert advice on enhancing Māori Workforce Development and improving training outcomes. TMW continues to focus on improving the cultural competencies of Careerforce staff to enable better engagement with Māori. They also provide informal training to the Careerforce Board on Te Tiriti o Waitangi.

BOARD REVIEW COMMITTEE

The Board Review Committee is a subset of the full board. Their purpose is to review Board nominations, and guide the AGM process each year.

AUDIT AND FINANCE COMMITTEE

The Audit and Finance Committee is a subset of the full Board. Their purpose is to assist the Board to fulfill its responsibilities in relation to the oversight of the quality and integrity of financial reporting, independence and performance of the external auditor, and adequacy of the internal control system.

Meet the Senior Management Team

**CHIEF EXECUTIVE OFFICER: RAY LIND**

Ray has a driving passion to see all New Zealanders receive the very best outcomes from the health and social services sectors. As CEO of Careerforce since 2011, he has been dedicated to the positive transformation for the training and development of the care and support workforce. Ray served in the New Zealand Army, attaining the rank of Captain and has also worked extensively in the charitable and community sector in New Zealand and overseas.

**GENERAL MANAGER EMPLOYER SERVICES:
ANDREW SAUNDERS**

Andrew is an expert in building high performing teams. He's led the Careerforce Field Team for the past seven years supporting them to master their relationship management techniques. In his time with Careerforce, Andrew has driven the development of the Shared Plan initiative, a workforce development plan built with individual organisations and supported by their Regional Advisor. In his spare time, Andrew is a keen cricketer, including captaining the Merivale/Papanui Senior Cricket side for 5 years.

**GENERAL MANAGER BUSINESS SERVICES:
BRUCE JOHNSON**

A former officer in the New Zealand Navy, Bruce knows how to steer a ship through uncertain waters. His strategic expertise and leadership is key to supporting Careerforce achieve its growth goals. Bruce also leads our Information Services, Research and Intelligence, Client Services and Project Office teams.

**GENERAL MANAGER LEARNING SOLUTIONS:
SUE ROBERTS**

With a strong background in the tertiary education sector, Sue leads our Learning Solutions Innovation, Product Management, Product Development, Moderation and Assessor Support and Learning Solutions Capability areas. Sue has implemented a robust product management process that ensures Careerforce consistently develops quality qualifications and resources. When she's not in the office, Sue can be found with her husband and their Lagotto Romagnolo (Italian water dog) on their boat. Sue will be stepping down in April 2018 as the three of them will head off to sail the world.

**CHIEF FINANCIAL OFFICER: JANE WENMAN**

Jane joined Careerforce in 2016 after lengthy experience in the chartered accounting world. As well as managing the finances, Jane also looks after the Human Resources, Health and Safety, and the Marketing and Communications functions. Jane is focused on prioritising wellness for Careerforce staff, as a reflection of the sectors we cover.

**GENERAL MANAGER BUSINESS DEVELOPMENT:
GILL GENET**

Founding member of the Careerforce 10 Year Club, Gill continues to apply passion and energy to her work turning aspirations into action into outcomes. Gill leads our business development and sector engagement, and is heavily involved with workforce development across the sectors Careerforce covers. For Gill, it is ultimately about the difference the workforce makes in improving population health and community wellbeing for all New Zealanders.

**KAUMĀTUA: MATT MATAMUA**

As Careerforce Kaumātua, Matt brings a background in psychopaedic nursing and a long association with the intellectual disability sector to his work at Careerforce. Matt's iwi affiliation is Muaūpoko and he has been heavily involved in the health and wellbeing sectors in Horowhenua and Manawatu.

Financial Summary 2017

With a reported surplus for the year, Careerforce has increased both its equity and reserves. The growth expected of Careerforce in 2018 and beyond requires sufficient reserves to enable investment in the direct needs resulting from this growth. The organisation is in an excellent position to deliver this growth both through the use of reserves and from the increased funding secured from the Tertiary Education Commission.

We have seen in 2017 substantial investment in both human resource and programme development and this is expected to increase at an even greater rate in 2018. Expenditure in the later months of the year was extensive due to the impact of pay equity and this is set to continue.

As can be seen in the graph below, Careerforce has had a planned and controlled reported deficit since 2014. Surplus reserve funds were utilised for the benefit of the sectors. In 2017, there was a consolidation of the financial position of the organisation which resulted in a surplus being recorded. This enables future investment in the training need of our sectors.



The financial statements for the year ended 31 December 2017 show a net surplus of \$1,105,651, compared to a net loss of \$2,064,477 in 2016



Funding from the Tertiary Education Commission (TEC) was \$15,892,392 and contributed 80% of the revenue for the year



During the year, money held in Cash & Cash Equivalents, Term Deposits and Financial Investments increased from \$5,882,315 in 2016, to \$6,612,115 in 2017



Revenue for the year was \$20,050,823, an increase of 25% from 2016



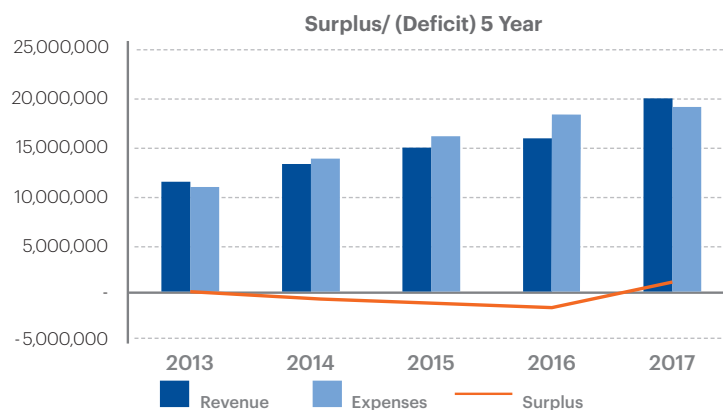
Expenses for the year were \$18,945,172, an increase of 4.5% from 2016



Total liabilities increased by 9% to \$3,763,209



Total equity increased by 20% to \$6,539,558



Financial Statements

Statement of Comprehensive Revenue and Expenses For the Year Ended 31 December 2017

	2017 \$	2016 \$
Revenue from Non-Exchange Transactions		
Tertiary Education Commission funding	15,892,392	12,844,000
Qualification fees	3,307,662	1,710,191
Dementia grants	159,751	824,259
Other non-exchange revenue	288,543	230,068
	19,648,348	15,608,518
Revenue from Exchange Transactions		
Investment income received	208,398	237,650
Administration fees	169,000	169,000
Other exchange revenue	25,077	54,820
	402,475	461,470
Total Revenue	20,050,823	16,069,988
Expenses		
Operating expenses	2,708,629	2,949,017
Learning and assessment support	1,841,813	2,596,000
Administration	14,234,979	11,765,189
Dementia grants	159,751	824,259
Total Expenses	18,945,172	18,134,465
Total Surplus/(Deficit) for the Year	1,105,651	(2,064,477)
Other comprehensive revenue and expenses	-	-
Total Comprehensive Revenue and Expense for the Year	1,105,651	(2,064,477)
Surplus/(Deficit) Attributable to:		
Equity holders	1,105,651	(2,064,477)
	1,105,651	(2,064,477)
Total Comprehensive Revenue and Expense Attributable to:		
Equity holders	1,105,651	(2,064,477)
	1,105,651	(2,064,477)

Statement of Changes in Net Assets For the Year Ended 31 December 2017

	Ordinary Shares	Accumulated Comprehensive Revenue and Expense	Total Equity
	\$	\$	\$
Opening Balance 1 January 2017	123	5,433,789	5,433,912
Surplus/(Deficit) for the year	-	1,105,651	1,105,651
Other Comprehensive Revenue	-	-	-
Shares Issued	-	-	-
Cancellation/Buy-back of Shares	(5)	-	(5)
Closing Equity 31 December 2017	118	6,539,440	6,539,558

	Ordinary Shares	Accumulated Comprehensive Revenue and Expense	Total Equity
	\$	\$	\$
Opening Balance 1 January 2016	131	7,498,266	7,498,397
Surplus/(Deficit) for the year	-	(2,064,477)	(2,064,477)
Other Comprehensive Revenue	-	-	-
Shares Issued	3	-	3
Cancellation/Buy-back of Shares	(11)	-	(11)
Closing Equity 31 December 2016	123	5,433,789	5,433,912

Statement of Financial Position as at 31 December 2017

	2017 \$	2016 \$
Current Assets		
Cash and Cash Equivalents	1,853,604	1,470,576
Cash - Trust Accounts	1,606,320	1,443,689
Term Deposits	675,776	4,411,739
Receivables from Non-Exchange Transactions	414,911	390,343
Receivables from Exchange Transactions	103,882	35,596
Prepayments	134,693	71,772
Inventory and Work in Progress	-	13,003
	4,789,186	7,836,718
Non-current Assets		
Intangible Assets	468,680	87,729
Property, Plant and Equipment	962,166	960,411
Investments	4,082,735	-
	5,513,581	1,048,140
Total Assets	10,302,767	8,884,858
Current Liabilities		
Trade and Other Creditors	1,446,065	883,589
Employee Entitlements	516,910	540,929
Income Received in Advance	13,913	582,739
Government Grants	1,786,321	1,443,689
Total Liabilities	3,763,209	3,450,946
Net Assets	6,539,558	5,433,912
Equity		
Issued Capital	118	123
Accumulated Comprehensive Revenue and Expense	6,539,440	5,433,789
Total Equity	6,539,558	5,433,912

Cash Flow Statement For the Year Ended 31 December 2017

	2017 \$	2016 \$
Cash Flows from Operating Activities		
<i>Receipts</i>		
Tertiary Education Commission funding	15,456,279	13,254,000
Other non-exchange revenue	3,774,058	2,080,627
Investment income received	99,476	237,650
Other exchange revenue	125,791	301,074
	19,455,604	15,873,351
<i>Payments</i>		
Payments to suppliers	(6,879,248)	(8,840,971)
Payments to employees	(10,895,763)	(8,982,547)
	(17,775,011)	(17,823,519)
Net Cash Flows from Operating Activities	1,680,593	(1,950,168)
Cash Flows from Investing Activities		
<i>Receipts</i>		
Maturity of Term Deposits	7,681,441	10,300,690
	7,681,441	10,300,690
<i>Payments</i>		
Purchase of property plant and equipment	(897,078)	(287,087)
Investment in Financial Investments	(7,919,291)	(7,944,902)
	(8,816,369)	(8,231,989)
Net Cash Flows from Investing Activities	(1,134,928)	2,068,701
Cash Flows from Financing Activities		
<i>Receipts</i>		
Proceeds from issue of shares	-	3
	-	3
<i>Payments</i>		
Payment of share buy-back	(5)	(11)
	(5)	(11)
Net Cash Flows from Financing Activities	(5)	(8)
Net increase/(decrease) in cash and cash equivalents	545,659	118,525
Cash and cash equivalents at beginning of period	2,914,265	2,795,740
Cash and Cash Equivalents at End of Period	3,459,924	2,914,265



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