

A photograph of a worker in a red hard hat and high-visibility vest, viewed from the back, looking at a complex industrial machine with various pipes and cables. The scene is brightly lit, and the worker's head is in the foreground, slightly out of focus, while the machinery is in the background.

# **ANNUAL REPORT 2015**

**Competenz**  
SKILLS FOR INDUSTRY



Table of contents

About Competenz	2
Chairman's report	4
Board members	5
CEO's report	6
Senior leadership team	7
Business strategy	8
Our performance in 2015	10
Supporting Māori & Pasifika achievement	11
About our learners	12
Learner profile - Faanu Suafoa	13
Celebrating achievement	14
Learner profile - Marlene Harmer	15
Our training partners	16
Our industries	20
Our school partners	22
Summary financial statements	24

www.competenz.org.nz

About Competenz

Competenz is a multi-sector Industry Training Organisation (ITO) with a clear focus on growing skills, careers and businesses to create a more competitive New Zealand economy.

As an ITO, we facilitate and support on-the-job training and vocational learning to develop nationally recognised qualifications across 37 industries.

Our industries

Our industries are important contributors to the national economy. They employ and train thousands of learners across a wide range of skillsets and vocational goals. Our role is to support the learner, the employer and the industry. We take pride in supporting over 3,500 organisations and 20,000 learners nationwide.

- **Engineering and related trades**  
Fabrication, mechanical engineering, general engineering, machining, maintenance engineering, dairy systems, toolmaking, metal casting, fire protection, gunsmithing, heating, ventilation and air conditioning, lifts and escalators, locksmithing, refrigeration and air conditioning
- **Food and beverage**  
Bakery, butchery, food and beverage manufacturing
- **Forestry**  
Harvesting, silviculture
- **Manufacturing**  
General manufacturing, steel manufacturing, wood manufacturing, furniture, pulp and paper, solid wood, wood panels
- **Plastics and materials manufacturing**  
Glass manufacturing, laundry and drycleaning, paint and coatings, pharmaceutical and allied products manufacturing, plastics processing, textiles manufacturing
- **Communications and media**  
Journalism, packaging, printing, signmaking
- **Transport**  
Maritime and rail

Getting behind apprenticeships

In 2015 we had over 6,500 learners studying towards an apprenticeship in our industries. This number included over 350 learners seconded to companies through our contract with Apprentice Training New Zealand Trust (ATNZ).

How we work with our industry and training partners to help our learners build their skills

Activities	Managing training	Delivering training	
	Competenz	Employers	Training providers
Design qualifications to build industry skills	●	●	●
Set assessment standards for industry	●		
Agree training plans and track learners' progress	●	●	
Develop resources for learners and assessors	●		●
Administer training	●	●	●
On-the-job learning			
Train learners on-the-job		●	
Assess on-the-job learning	●	●	
Moderate on-the-job learning	●		
Off-job learning			
Train learners off-job	●		●
Assess off-job learning	●		●
Moderate off-job learning	●		

At Sealy we invest in people. Having skilled staff means they are better contributors to the business and we get greater overall results. Training is key to improving our workforce, as well as creating a sense of belonging.

Glenn Wahlstrom, General Manager, Sealy



Scott Technology Image



# Chairman's report



## The year in review – a step change for success

2015 saw change for Competenz on an unprecedented scale. I am immensely proud at how ably our people have dedicated themselves to the changes we are delivering by becoming a more responsive, relevant and flexible partner for industry, employers and learners alike.

The Board was delighted to appoint Fiona Kingsford to the role of Chief Executive Officer. Fiona has been with Competenz in a variety of roles for the last eight years, and most recently masterminded the integration of the merged Industry Training Organisations (ITOs) and led the development of the 2020 strategy. Her appointment has been welcomed enthusiastically by staff and industry.

Greater industry involvement in 2015 has given us more insight into industry's needs and concerns for training in the 37 sectors we cover.

- There is acknowledgement that rapid change in industry demands relevant training content and training methods that are engaging and keep pace.
- There is awareness of the need to proactively attract and engage more school leavers including the best and brightest learners.
- There is concern about the ageing workforce and how industry can attract, retain and develop older learners.

We have heard your concerns and are actively committed to doing our part. We have built on industries' expressed needs for consistent and high quality training with one point of contact through expanded 'enterprise-wide' training facilitation with organisations such as Heinz Kraft and Real Journeys.

In partnership with key industry stakeholders, we have substantially completed the New Zealand Qualifications

Authority (NZQA) Targeted Reviews of Qualifications (TRoQs) across 25 industries and over 300 qualifications – no mean feat on the part of our dedicated staff.

We launched eLearning initiatives and grew our Tools4Work programme to source and support even more talented trainees. And we met the overall performance requirements set by the Tertiary Education Commission.

In a breakthrough move, we partnered with six other ITOs to launch the national campaign 'Got a Trade? Got it Made!'. This initiative contributed an additional 53,360 new trainees and apprentices throughout New Zealand.

In the midst of so much positive action and remarkable results, a key disappointment is that we failed to convince Government to commit adequate funding to the 2016 'Got a Trade? Got it Made!' campaign. The innovative 2015 campaign captured national media attention and wide-spread public support and attention, showcasing the attractiveness of trade qualified careers and the positive impact for the New Zealand economy. Providing real alternatives to university study could provide a significant shift in the commitment and contribution young people can make to the New Zealand economy. The relevant Ministries have yet to commit to making this change a reality.

Our strongly held belief is that we need more resources to proactively and productively engage with learners and deliver the training outcomes industry needs. 'Got a Trade? Got it Made!' is a proven way to influence that change.

## Our strategy to 2020

We will continue to focus on the flexibility, responsiveness and quality outcomes that industry expects:

- We will build stronger learning and career pathways that recognise the lifetime needs of learners and industry.
- We will build on our partnerships with industry, and employers to assist them to achieve their goals through upskilling the New Zealand workforce.
- We will continue to invest in our teams to grow our ability to listen, understand, innovate and deliver world class training.

## Commitment to Health and Safety

Greater visibility of workforce and workplace health and safety initiatives has been evident in our organisation in the last year as New Zealanders become more aware of their responsibilities to look after each other at work. The new health and safety legislation, introduced in April 2016, has also increased this focus. Competenz has a strong health and safety culture and a low incidence of workplace injuries, but we continue to strive for better performance. A greater focus on prevention through hazard identification is a key theme for 2016.

## Increased financial capability

We have had a successful year financially with an appropriate surplus \$542K for a not-for-profit organisation. This gives us a strong position to resource and service our future strategic goals and to invest in 2016 to develop and provide resources and increased support for learners and our industry stakeholders.

## Farewell to John Blakey

I would like to acknowledge the very significant service of former CEO John Blakey who retired at the end of 2015. John adroitly steered Competenz through a period of intense change and growth to position us as one of the highest performing ITOs in New Zealand. We wish him the best in his well-deserved retirement and welcome him to the Board.

## Thanks

I would like to thank the people who have made 2015 such a successful year. To my fellow Board members for their support and strategic guidance, and to John, Fiona and all the Senior Leadership team for their commitment to the significant achievements of 2015. Most importantly, a big thank you to all our employees who have remained impassioned and committed in a demanding year that has seen many new opportunities successfully delivered.

Finally, thank you to the companies, learners, assessors and training providers who partner with us to inspire and grow a more competitive New Zealand.

Mike Simm,  
Chairman, Competenz

# Board members



### Mike Simm – Chairman

Business owner and professional director. Has a special interest in youth development and transitions from school to work.



### John Blakey

Competenz CEO until December 2015. Has over 20 years' experience in vocational education and training.



### Judy Newcombe

Extensive experience in leading and managing change in a number of senior management roles in some of New Zealand's largest corporates. Currently working in the not-for-profit sector, and as a professional director.



### Bill Newson

National Secretary for E tū. Has played a significant role in developing trades training, including engineering apprenticeships.



### Brian Rhoades

Professional director, involved in the forestry and wood manufacturing industries. Has extensive senior management experience in the manufacturing and food industries.



### Kelly Smith

Has a strong commercial background in the fast moving consumer goods industry, including food and beverage. Extensive experience in sales, marketing, business planning and development.



### Bryn Thompson

Business owner, exporter and director with significant engineering and manufacturing experience. Qualified fitter/welder.

# CEO's report



## Leading trades and services training development into the future

The development of the 2020 Strategic Framework in 2015 set a clear pathway for customer-centric change. It places our employers and learners at the heart of everything we do, positioning Competenz as a leading ITO for trades and services training development throughout New Zealand.

We are proud to have met our overall requirements for the Tertiary Education Commission (TEC). Yet the body of work completed by the Competenz team in 2015 far exceeds these requirements and sets a robust platform for the advancement of trades and services careers long into the future.

Our 2020 Strategic Framework is centred around three key pillars:

### ■ Learners for life

developing robust learning pathways for the lifetime of our learners' careers

### ■ Your skills partner

delivering consistently high quality learning for all our industries' needs

### ■ Skills innovator

developing innovative learning solutions that meet the rapidly changing needs of employers and learners alike

*Our focus is clear. We have a pivotal role to play in brokering more productive trades and services sectors and growing the New Zealand economy. The 2020 Strategic Framework is outlined on pages 8-9.*

## Our significant achievements

Throughout 2015 we successfully delivered a number of ground-breaking initiatives that build towards our 2020 goals.

## Engaging learners and giving them the tools to succeed

2015 saw the launch of 'Got a Trade? Got it Made!' to promote trades careers nationally. The idea originated with members of our senior leadership and marketing team and our partner ITOs. The campaign produced an additional 53,360 new trainees and apprentices in 2015. See page 22 for more.

Our Tools4Work programme was extended to encompass nine trades sectors, giving learners new opportunities to develop pre-trades skills via our partnerships with schools and industry. See page 23.

As part of our commitment to innovative learning solutions, we invested in the Tools4Work web content and launched our eLearning platform. See page 23 and read about some of our learner's achievements on pages 11, 13 and 15.

## Engaging industry and delivering to current and future needs

In 2015, we engaged with industry through several new initiatives. Our research paper, 'Getting the best from your investment in training an apprentice' delivered key insights based on surveying 180 employers. See page 16.

We delivered our 'enterprise-wide' programme to provide our high quality learning in previously untouched business areas for our employers; including business, lean manufacturing, sales, and health and safety. See pages 16-17.

We are near completion on the development of 320 new qualifications through the New Zealand Qualifications Authority (NZQA) Targeted Reviews of Qualifications (TRoQs). See page 20.

We have introduced our Employer Portal which gives employers, training partners and assessors alike, a means to easily manage learners' development (which we will continue to build on throughout 2016). See page 9.

## One Competenz, delivering for all

2015 saw a focus on building a 'one team' culture with the customer and learner at the heart of everything we do. I am extremely proud of our employees commitment to our goals and their willingness to adapt and innovate for the greater good of our learners, employers and ultimately, a more competitive New Zealand.

Health and safety is also a core part of our culture. It is important that our people are role models for learners and the industries we work with. This year we received ACC Workplace Safety Management Practices (WSMP) programme tertiary level accreditation, and have continued to focus on hazard identification and reporting throughout our business.

## Thanks

Thank you to all our teams: our untiring Board, our brilliant Senior Leadership team and our amazing employees, who have contributed to making 2015 such a successful year.

I'd like to acknowledge our wholehearted appreciation for the employers who engage and invest in training, the learners who put in so much effort, and the assessors and training providers who remained steadfast in their dedication to excellence.

Together, we can be proud of our achievements in 2015 and excited at the transformational change as we move into 2016.

Fiona Kingsford,  
CEO, Competenz

# Senior leadership



**Fiona Kingsford – CEO**  
Competenz CEO since January 2016. Has held portfolios which cover operations, strategy, innovation, business transformation and Māori and Pasifika development.



**Sandy Botterill – GM Strategy & Transformation**  
Business strategy, continuous improvement, business transformation, ICT, commercial development.



**Jim MacBride-Stewart – GM Industry Training**  
Service delivery, business development, customer and learner support.



**Nick Thomson – GM Product Development & Quality Assurance**  
Qualification development, industry leadership, resource development, quality assurance.



**Yvonne Lim – GM Marketing & Communications**  
Marketing, brand, communications, customer satisfaction, careers promotion, research.



**Julie Ingram – GM People & Culture**  
Culture and engagement, health and safety, skills development, people policies and practices, organisation development, payroll and HR support.

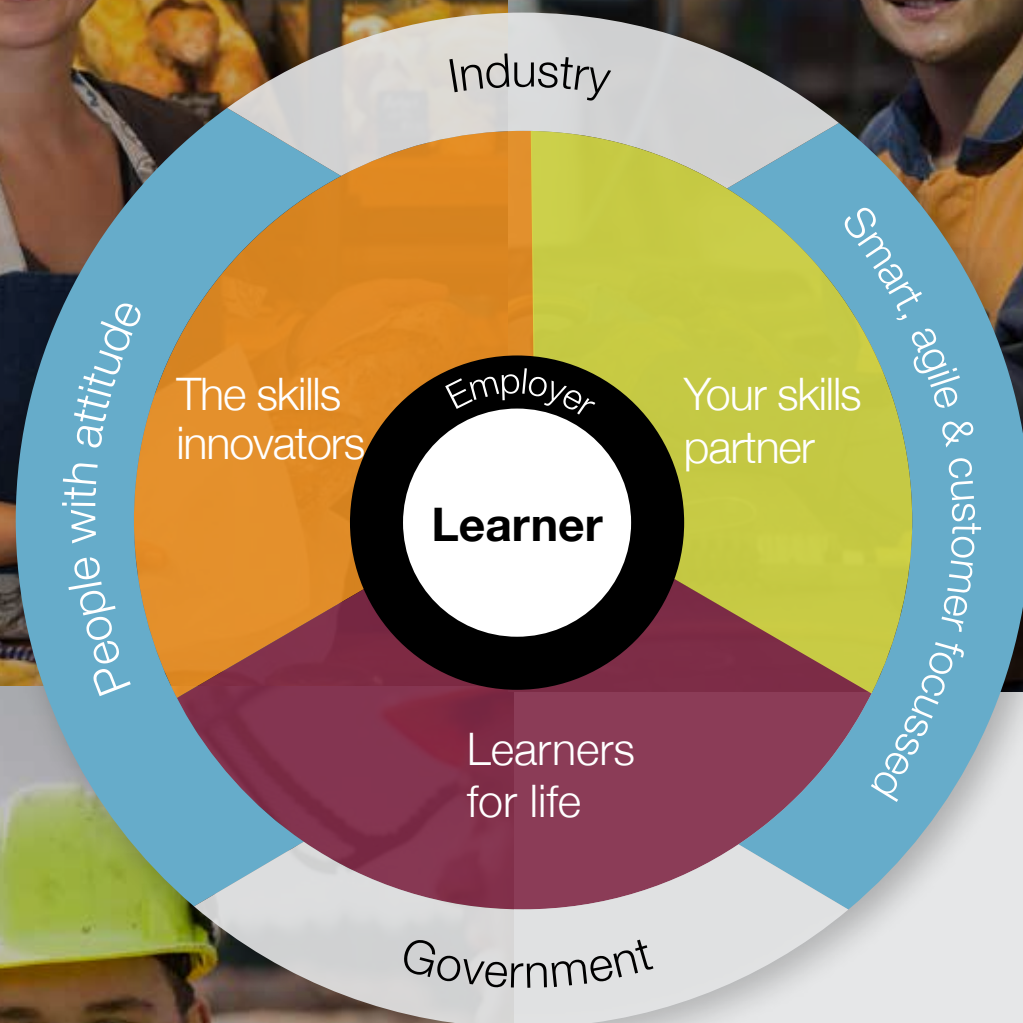


**Mark Richardson – GM Financial Services**  
Finance, legal, procurement.

We would like to acknowledge **Rachel Hopkins** (General Manager Marketing & Communications) and **Jamie Walker** (General Manager Product Development & Quality Assurance) for their contribution in 2015.



# Business strategy



## A competitive New Zealand built on world class skills

The development of our 2020 Strategic Framework in 2015 places our learners and customers at the heart of everything we do.

Our approach encompasses three essential strands;

1. **Learners for life**
2. **Your skills partner**
3. **The skills innovators**

CZ Commercial underpins our ability to effectively resource our commitment to learners and employers, by growing the Apprentice Training New Zealand Trust (ATNZ) and developing alternative revenue streams that effectively support learners, employers and industries to compete at the highest levels.

## Learners for life

Learners for life has a clear focus on developing robust pathways for learners throughout their careers. We will partner with industry and training providers to provide facilitated learning programmes that continue to develop learners in our industries over their lifetime.

- Meeting learners needs at every stage of their career.
- Working with industry to deliver the skills they need.

## Your skills partner

Your skills partner focuses on providing seamless facilitated learning solutions for all our industries' needs. By furthering our partnerships with training providers and other ITOs, we see ourselves as the conduit for facilitated training for every area of an employers' business.

- Meeting employers' needs through total workforce development.
- Delivering dependability for high quality training solutions.

## The skills innovator

The skills innovator is focused on meeting industry, employer and learner needs to keep up with the pace of change. We will deliver training solutions that are flexible and responsive to changing industry needs and employ innovation in training delivery for greater efficiencies.

- eLearning to support learners wherever they are with easy-to-use tools and records of achievement.
- The Employer Portal gives continuous real-time access to learners' progress, and lets employers engage with Competenz anytime and anywhere to facilitate training needs.

## Building our industry support – measuring our performance in the real world

We are committed to our mandated functions as prescribed by the Tertiary Education Commission (TEC):

- Setting skill standards for our industries that can be registered by NZQA.
- Delivering training that ensures the industries' skill standards are met, including making arrangements for the monitoring and assessing of trainees.
- Providing leadership within our industries on matters relating to skill and training needs.

We have set performance objectives and measures of achievement over and above the TEC's performance criteria, which build on each year's successes through to 2020.

These measures include:

- increasing revenue per annum to resource our service innovation and delivery.
- increasing the percentage of learners with more than one qualification.
- increasing the percentage of learners moving to higher qualifications.
- increasing apprenticeship placements.
- increasing the number of companies engaged in training within our sectors.
- increasing the number of companies engaged in 'enterprise-wide' training.

The new programmes we have introduced effectively measure our learners' and employers' level of engagement with us, and their satisfaction with the services we deliver.

## Growing high performing teams

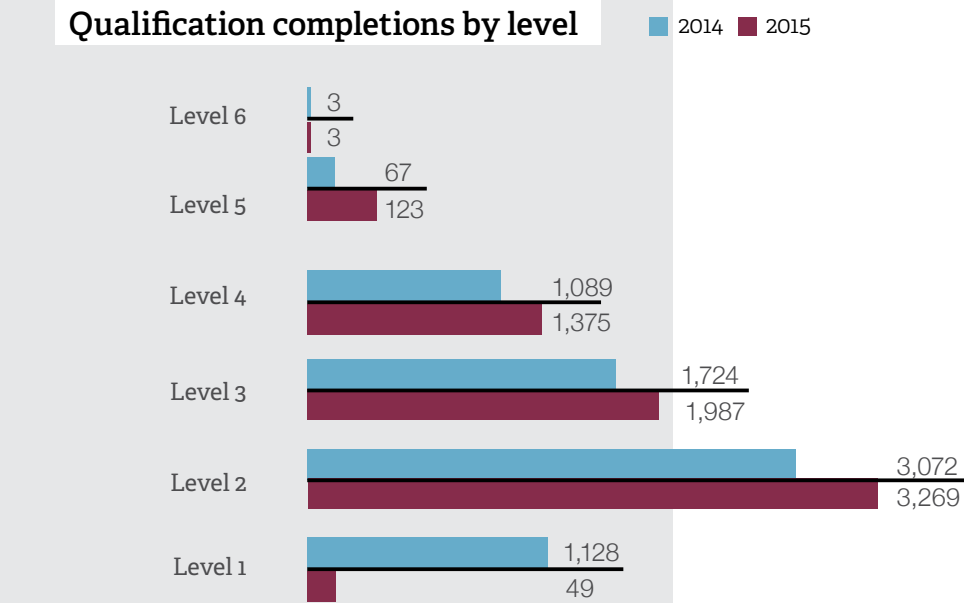
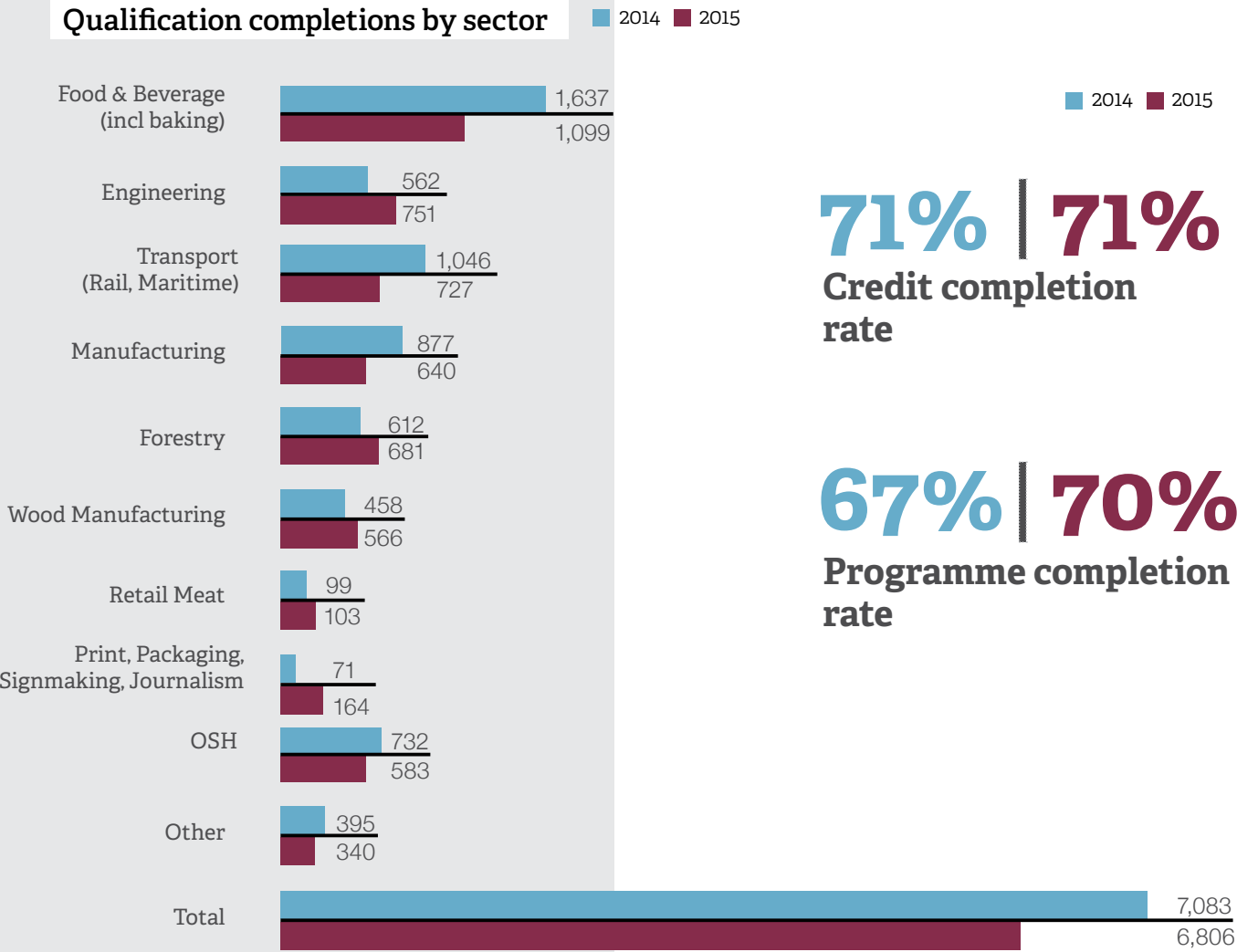
The key to our own business success is our team of passionate, engaged, customer-focused individuals, committed to delivering a high level of service. To ensure that we continue to attract, develop and retain these outstanding team members we offer programmes that actively:

- upskill through formal New Zealand qualifications.
- develop within the company to increase our internal capability and career progression.
- create a collaborative culture driven through team work and accountability.
- engage health, safety and wellbeing as a key component of our successful business model.

Building a team of individuals who know how their role contributes to our success, and who feel valued and appreciated for their work, is paramount to meeting our customer needs.



# Our performance in 2015



# Supporting Māori and Pasifika engagement with trades & services

Our commitment to lifting the number of Māori and Pasifika learners in trades and services careers has been a key focus. We welcomed Iani Nemani, Competenz Māori and Pasifika Manager to help us lead the way.

## A two-fold approach to increasing Māori and Pasifika participation

Following the appointment of Iani Nemani as our Māori and Pasifika Manager in 2015, we committed to a two-fold approach to increasing Māori and Pasifika participation in trades and services, and higher learning.

Through 2015, we developed internal cultural competency training opportunities and convened a Māori and Pasifika Advisory Group from within the business. Our goal is to grow the numbers of learners engaged in higher learning, and develop new products to proactively support Māori and Pasifika people into trades and services.

Externally, understanding cultural connectedness has been an important driver for Māori and Pasifika communities. We met with Iwi leaders and key influencers in Pasifika communities to actively promote opportunities and pathways into successful trade and services careers throughout 2015.

## Iani Nemani – leading engagement with Māori and Pasifika

Iani brings over 15 years of experience working in economic, community and labour market development in both local and central government. An experienced stakeholder engagement manager, Iani’s focus is on bridging between industry and community stakeholders to advance Māori and Pasifika pathways to trades and services.

## Māori and Pasifika Trades Training Initiative (MPTT)

The Māori and Pasifika Trades Training Initiative (MPTT) brings together a consortium that includes industry, Polytechnics, cultural leaders and mentors in a funded programme of pre-trades training. In 2015 we extended pre-trades training to baking and furniture (in Auckland) as well as engineering. We saw 50 young people complete pre-trades training in Auckland during 2015 and almost 100 nationwide.



# Hohepa Smith

Countdown Meat and Livestock, Auckland Winner, Competenz Butcher Apprentice Butcher of the Year.

Hohepa Smith had been in the meat industry for almost nine years before becoming a butchery apprentice. Senior Operations Manager for Countdown Meat and Livestock, Riki Kerekere says, “He’s very committed and focused on every aspect of the training. He’s an outstanding performer and one of our top apprentices. It’s been a pleasure to train him.”

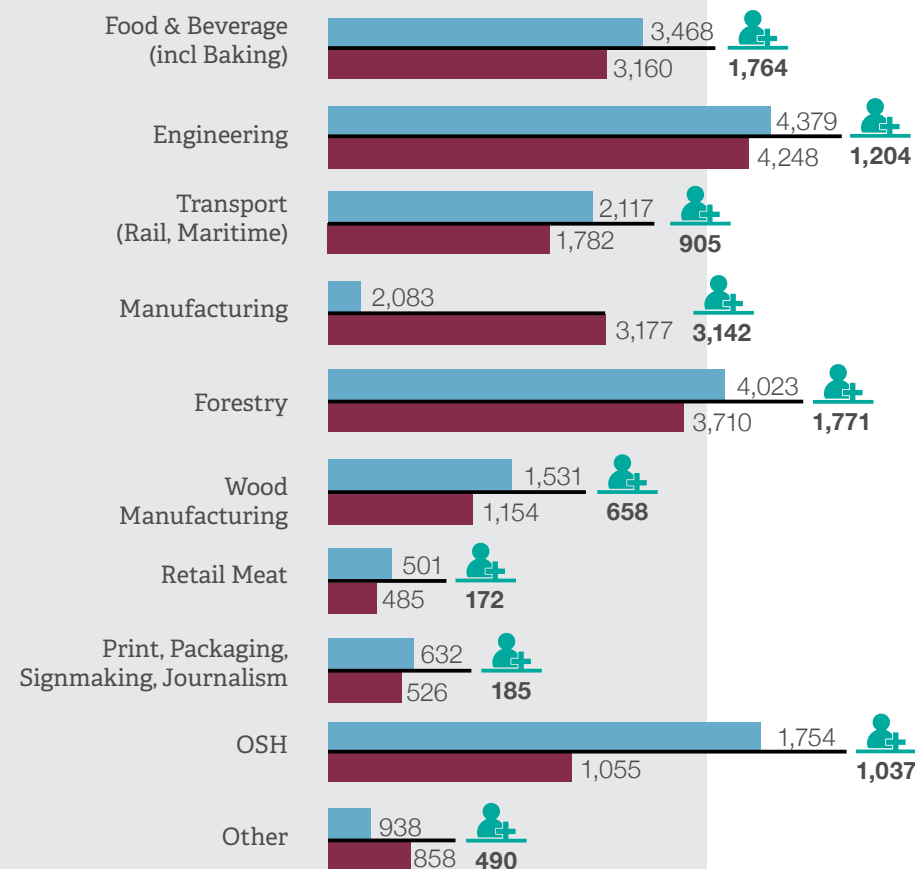
Hohepa says, “I think the butchery apprenticeship is a good idea, especially for our young Māori and Pasifika people. If it helps them do better for themselves, then I think the butchery apprenticeship is a good direction and a good industry to get into.”

# About our learners

## Learners by sector

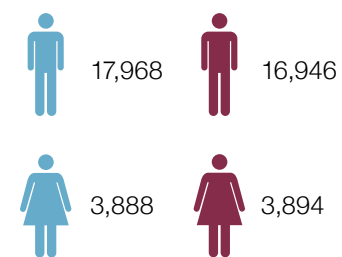
2014 2015

Total 21,856 20,840 New sign ups



## Learners by gender

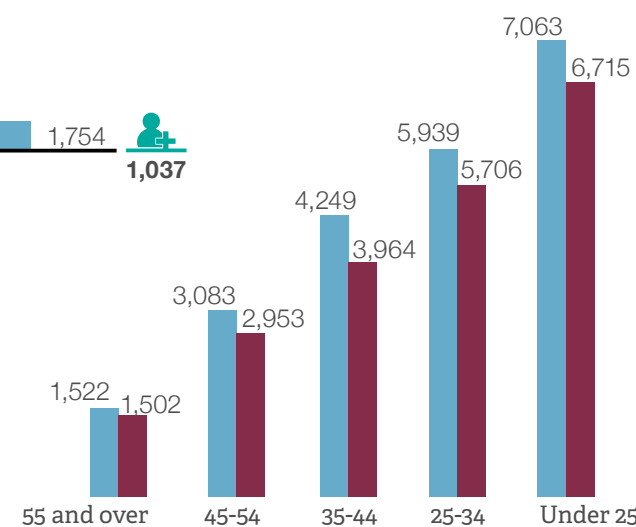
2014 2015



Total 21,856 20,840

## Learners by age

2014 2015

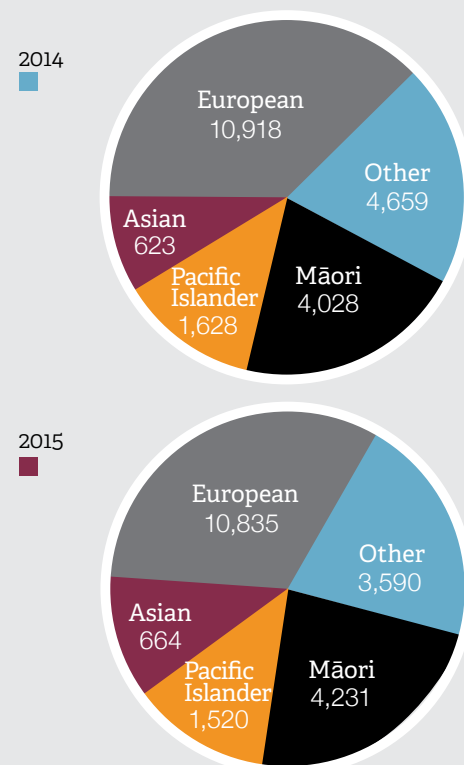


Total 21,856 20,840

## Learners by ethnicity

2014

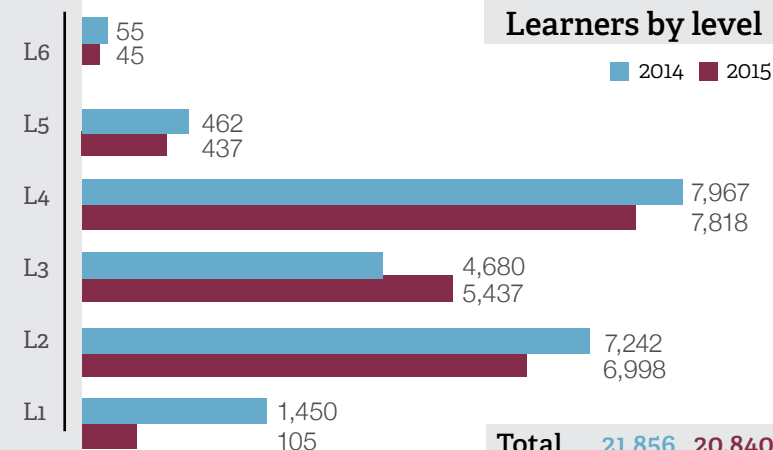
2015



Total 21,856 20,840

## Learners by level

2014 2015



Total 21,856 20,840

## Faanu Suafoa

**Print Apprentice  
PMP Limited,  
Auckland**

A desire to 'prove himself', the support of a good employer, and good old-fashioned persistence have combined to see Faanu Suafoa graduate from his print finishing apprenticeship with national printer PMP Limited, just nine years after he arrived in New Zealand from his native Samoa.

Faanu's secret? Well, there isn't one really. "Love your job, work hard, and learn from others," he says.

Faanu's journey to becoming a qualified print finisher started with a packing job at PMP in 2006. Keen to do more, he worked hard, set his sights on an apprenticeship and convinced his employer to invest in his training. His attitude impressed PMP Print Finishing Manager Gavin Wentzel.

According to Gavin, "Faanu's taken control of his own destiny. I never had to chase him with his learning. He had a plan in place and just got on with it."

It hasn't always been easy. With four young children, Faanu's study time at home was at a premium. So he made good use of the time available by 'grabbing his books' during long print runs and coming into the print shop on his days off to tackle his bookwork.

Faanu found the bookwork challenging at times, as it is for many learners for whom English is a second language. However, support from his workplace supervisor John Henning ("a really good trainer") and Competenz account manager David Eagles had "kept him at it".

Faanu is now passing on the skills he's learned to help others at his workplace with their on-the-job learning.



# Celebrating achievement

In partnership with our hardworking learners, committed employers and dedicated training providers we are building a more competitive and productive New Zealand. Here are some the people and organisations who stood out for us in 2015.



## William McClune

Refrigeration and Air Conditioning  
**Wallie Askew Award**



## Hohepa Smith

Butchery  
**Butcher Apprentice of Year**



## Patrick McElhannan

Plastics  
**Plastics Apprentice of the Year**



## Marlane Harmer

Engineering  
**Stuart Tolhurst Apprentice Trophy winner**



## Marlane Harmer

Ravensdown, Napier  
**Winner, Competenz Stuart Tolhurst Apprentice Trophy 2015**

Engineering is not a job, but a lifelong career for Competenz engineering apprentice and winner of the Competenz Stuart Tolhurst Apprentice Trophy, Marlane Harmer.

The award celebrates the achievements of an apprentice who has shown good work ethic and initiative. “I was blown away by the win. It’s really cool, such a great feeling. I’m really thankful to everyone who has helped me get to this point in my career,” she says.

“I love my job as a mechanical engineering apprentice. Nothing is boring. There’s always something new to learn, even on the dirty jobs. I love to get right into what needs to be done.”

A chance meeting was the beginning of a career pathway for the mother of one. “I was a barmaid at a local pub when I ended up having a chat with Rob Miller (Maintenance Manager at Ravensdown),” she says. “I was handing out CVs everywhere but not having much luck. Rob said he’d put in a good word for me. I had one printed CV left when I applied for the apprenticeship. I guess it was lucky last for me.”

Marlane believes practice makes perfect. “I go to great lengths to make sure my welding is good. I’ve learnt so much already. I’d really like to be an underwater welder someday.”

Rob says “Marlane is passionate about engineering, and this shows in her attitude and commitment to her work. We nominated Marlane for the award, not because she’s female, but because of her whole attitude and the skills that she has developed”.

Marlane is working towards finishing her apprenticeship in 2017. She’s hoping to gain more experience at Ravensdown after she finishes her apprenticeship.

**“From my 30-plus years of working in the trades, Marlane is the best apprentice I’ve ever come across. She’s outstanding.”**

Rob Miller, Maintenance Manager,  
Ravensdown Fertiliser



Minister of Tertiary Education, Skills and Employment, Hon Steven Joyce, Competenz CEO 2015 John Blakey and PPG staff at their September graduation

**“In the past three years PPG New Zealand employees have completed around 200 competitive manufacturing qualifications, from level 2 to the level 5 Diploma – and we’re seeing results across our KPIs. Productivity’s up, employee engagement’s up and we’re closing in on a world first in innovation. The competitive manufacturing training our employees have done has played a big part in these results.”**

William Bratton, Lean Manager, PPG





# Our training partners

## Working together for business-wide advancement

Successful on-the-job training means delivering quality work opportunities for learners in the form of variety and on-the-job advancement.

## 'Getting the best from your investment in training an apprentice'

Training an apprentice is a big investment for employers in terms of training fees, salaries, equipment, employment-related costs and many hours of on-the-job supervision.

In 2015 we surveyed our employers in the baking, engineering, fire protection, forestry, furniture, heating, ventilation and air conditioning (HVAC), plastics manufacturing, refrigeration and air conditioning, and wood manufacturing industries.

Our findings were relevant to all our apprentice-based industries. While every industry has its unique features and challenges, our respondents told us they share a number of common themes:

- Employers care about the long-term future of their industry and want to retain graduates.
- The most important factor affecting whether learners complete apprenticeships is the quality of work they are involved in (ie work is varied and their responsibilities increase).
- The most important factor in retaining apprentices after graduation is career opportunities.
- Recruiting an apprentice is not rated as effective as other training and employment related practices. Employers want more engagement with schools.
- Successful employers do a range of things well in the employment and training relationship.
- The message was clear; 'tick the box' training cannot deliver what is required. Together with our training partners, we are delivering a suite of initiatives that continue to build successful outcomes for everyone involved.



## We're changing the playing field with an 'enterprise-wide' approach

When employers told us that quality of work (work variety and increasing responsibility) was the single most important factor in apprentices and trainees completing, we were already ahead of the game.

In 2015 we launched our 'enterprise-wide' approach to satisfy our companies' training needs beyond the technical-training footprint. While our 'enterprise-wide' approach is still in its infancy, we are already seeing outstanding results with our training partners.

Our 'enterprise-wide' approach expands our exceptional quality, facilitated learning programmes to other areas in our training partners' businesses. Our 'enterprise-wide' programmes cater for all aspects in business from occupational health and safety to sales, distribution, quality, lean (competitive manufacturing), business management and administration.

Our training plans are tailored to business needs; focusing on the broader business goals and increasingly facilitating on-the-job career development for every level including our 6,500 supported apprentices.

## We're leading skills innovation across industry sectors

Our reputation for quality saw us take a leading role in skills innovation in 2015. Employers increasingly want coordinated training through one organisation.

Moving forward, we see our role as the facilitated training partner of choice. 2015 saw us offer increased flexibility and responsiveness to our training partners:

- Full service for the whole training lifecycle.
- Third party management of proven Private Training Establishments (PTEs).
- Assessor training and development.
- eLearning for an increasing number of industries.

In the future we will look to build on our strengths to work even more closely with other ITOs to manage the entire body of training for an organisation.

In 2015 we worked with:

**20,000+**  
learners 

**3,500+**  
organisations 

**37**  
industries 

**13**  
locations  
around NZ 



## Competenz' partnership with Real Journeys has been a rewarding journey of its own

Real Journeys is one of the country's largest tourism businesses. Regularly named as one of New Zealand's highest achieving tourism companies, Real Journeys offers spectacular destination experiences in our country's most special locations. Their business thrives in no small part because of their commitment to staff training and development.

The Competenz and Real Journeys partnership has gone from strength to strength. Throughout 2015 Competenz developed customised training programmes built around a range of essential business development skills across areas such as maritime crewing, sales, and administration and business.

In 2015 the Competenz team developed 15 new New Zealand Certificates and Diplomas that came into force on 1 January 2016 to form a robust learning pathway, supported and validated by industry (Maritime New Zealand and the International Maritime Organisation).

"Customised training plans, built around national qualifications, are a great solution for Real Journeys and our team," says Kevin Sharpe, Director of People and Performance at Real Journeys. "We're building our team's skills in a cost-effective way. And our team are gaining qualifications recognised around New Zealand."

Over 200 Real Journeys' maritime crew will now work towards the New Zealand Certificate in Domestic Maritime Crewing (Level 2) on-the-job over the next year, gaining entry-level maritime and safety skills. And there will be further opportunities for them to train at more advanced levels in coming years.

"If you're a maritime operator who takes on someone with a New Zealand qualification and associated Maritime New Zealand certificate, you get a double guarantee that they can do what they say they can do," says Richard Cowper, Competenz Industry Manager Maritime. "They'll have the skills they need to work productively and safely."

"If you gain a national qualification yourself, you can show Maritime New Zealand and employers that you've met the requirements of your licence and reached a standard that's recognised across the country – and the world."

Proactively investing in the quality of work for employees is a major factor in achieving the standards of success. The Competenz 'enterprise-wide' focus is setting new standards across the business for long term commercial success.



**"This training is helping us work productively and safely. It's also motivating for our team and encourages them to stay with our business."**

Kevin Sharpe,  
Director of People and Performance, Real Journeys

## Kraft Heinz takes global competition seriously... and that's where Competenz helps

Kraft Heinz is the fifth largest food and beverage company in the world and has sites in Hastings, Christchurch and Auckland. As part of their commitment to excellence they turned their international operating process into a global competition: "Be the Best – Training for Championships".

Teams worldwide compete for recognition across a number of performance measures designed to enhance every element of work performance from production efficiencies to health and safety.

Competenz has formed a strategic partnership with Kraft Heinz and learning provider Octopus to develop training pathways aligned to this global competition. We designed, mapped and supported a multi-stage training process, beginning with all staff completing the National Certificate in Manufacturing (Core Skills) Level 2 in 2015.

- Within 960 staff members in training and 700 already assessed we're making a huge contribution to their manufacturing goals.
- Two supplementary credit programmes (SCPs) for Level 3 units in Lean principles and Quality principles provide training pathways to achieving the New Zealand Certificate in Competitive Systems and Processes Level 3.
- 28 Territory Managers have been enrolled in Sales Fundamentals, National Certificate in Sales Level 3.
- Additional programmes in development include:
  - business qualifications for administration and consumer teams.
  - sales qualifications for up to 130 merchandisers.
  - higher level general manufacturing qualifications (up to the Level 5 Diploma) for the production management team.

Innovative enterprise-wise training pathways provide the skills our employers need:

- Manufacturing
- Competitive Manufacturing
- Business & Administration
- Sales and Merchandising
- Engineering





# Our industries

## A voice for industry; leadership and robust standards setting

Through 2015 we continued to partner with industry, delivering advocacy, support and skills innovations to sustain and enhance industry performance throughout New Zealand.

## NZQA's Targeted Review of Qualifications (TRoQs) is nearing completion

The work delivered on NZQA's Targeted Review of Qualifications over the past four years was significant, and by the end of 2015 we were approaching the completion of this process.

Our role was to lead the process on behalf of our industry stakeholders (employers, industry associations and training providers). We reviewed existing qualifications and confirmed the new qualifications that will now help New Zealand learners, employers and industries to build skills, careers and businesses.

Throughout each review, we worked in partnership with industry to ensure their views were captured and their needs reflected in the new qualifications listed on the New Zealand Qualifications Framework.

Over the past four years, we held hundreds of industry meetings and consulted with thousands of people across all of our 37 sectors. Competenz has lead 25 industry reviews covering 320 qualifications, and can take no small measure of satisfaction in delivering 120 new qualifications to date.

## The TRoQ's in numbers

**25** TRoQ projects led by Competenz

**11** TRoQ projects with a Competenz contribution

**320** Qualifications under review

**350+** Industry and training partners involved in governance and working groups

**300+** Industry meetings



## From skills partner to skills innovator

Our partnerships allowed us to listen and respond to industry needs throughout 2015 and deliver on our 2020 Strategic Framework's promises.

Key achievements include:

- Creating our training portal so employers can access all their training information in one place.
- Investing in eLearning solutions and implementing access across industries.
- Developing closer ties between industries and schools to create a pipeline of achievement within industry.
- Gaining industry associations and governing body commitment to our training programmes.
- Working to develop technical and non-technical skills programmes to give industries a greater competitive edge through our 'enterprise-wide' programme.
- Delivering health and safety courses for our industries' health and safety representatives, in partnership with private training establishments (PTEs)
- The successful launch of 'Got a Trade? Got it Made!' to promote trades and services careers.
- Advocating for increased funding to support trades and services needs for work-ready trainees.
- Supporting the Māori and Pasifika Trades Training Initiative (MPTT) to increase Māori and Pasifika participation in trades and services.

## Scholarships for learners

We offered scholarships to encourage graduates to continue their learning at levels 5 and 6. The Competenz Engineering Scholarship, Competenz Print Scholarship and Competenz Plastics Scholarship build the advanced technical and business skills our industries are looking for.

## Board and industry breakfasts

In 2015, our Competenz Board started every meeting by breakfasting with local companies to hear their views on building and retaining a skilled workforce around the country, including meetings in Napier, Nelson, Invercargill and Auckland.



# Our school partners

## Positioning trades and services careers as 'plan A'

Our Careers team built on previous years' successes in 2015 with new initiatives and resources to support learning industry needs, and position trades and services as a 'first choice' career option for youth.

## Preparing school students for vocational study in the workplace

It started with a good idea from our leadership team. "What if ITOs worked together to promote trades and services careers?". The answer proved to be a resounding success in the form of a national campaign 'Got a Trade? Got it Made!'.

'Got a Trade? Got it Made!' brought together a consortium of forward thinking ITOs representing more than 120,000 learners and 10,000 employers across 100 industry sectors. Campaign activity included events, exhibitions, workplace tours and school visits along with paid advertising, digital marketing and public relations, culminating in an official 'Got a Trade Week' 21-28 August 2015.

### The goals were explicit:

- Raise awareness of training and career opportunities in New Zealand's trades and services.
- Showcase the range of opportunities to learn on-the-job.
- Seed conversations celebrating trades and services.
- Reposition trades and services as 'plan A' career paths in the minds of young people (including underrepresented Māori, Pasifika and women) and their influencers.

### The impact was unprecedented:

- 700,000+ people saw it on television.
- 600,000+ people heard it on the radio.
- 500,000+ people saw it online.
- 90,000+ people collectively watched over 470 hours of videos.
- And we undertook 50+ events across 34 industry sectors engaging with 1,600 young people directly.



### The results were outstanding:

- 'Got a Trade. Got it Made!' contributed to 53,360 new apprenticeships and traineeships, nationally.
- Moving forward, our commitment is unwavering in delivering high quality resources to support young people's trades and services careers with 'Got a Trade? Got it Made!' 2016.



## Waitakere College trades academy is a shining example of capability



Waitakere College trades academy students

Over 2015, Waitakere College's trades academy grew to 22 Year 12 and 13 engineering students in the school's workplace programme.

"The trades academies, Gateway and our retail programme can be the driving force to academic success for these students. All students are interviewed for work placements. This year, out of our school, we have had approximately 220 students go outside school into work placements or to tertiary based learning. Students get to try before they buy into something. And employers get to try before they buy too", says Karen Carter, Head of Department (HOD) Vocational Pathways at Waitakere College.

*"We've got students in well-established businesses such as Fulton Hogan and Viking Ironcraft. Some of the students have been offered job opportunities out of the work placements and the other students see the potential in this".*

John Kidd, Academy Administrator, Waitakere College

## The Careers team, building future opportunities



Joanne Verry



Kimberley Ward



Brian Lane

The Careers team has been untiring, liaising with hundreds of careers advisors, department heads, technical teachers and industry representatives.

Of note has been industry's growing concerns about New Zealand's ageing population and sourcing future workers, along with a lack of awareness regarding genuine regional opportunities.

We see these concerns as areas where we can immediately add value by continuing to showcase opportunities and initiate meaningful relationships to support trades and services nationwide.

## Tools4Work delivered vocational training opportunities across eight new industry sectors

Our Tools4Work programme was extended throughout 2015 and now includes a total of nine industries.

In addition to our traditional engineering base, we delivered gateway programmes and unit standards for the apparel, baking, butchery, furniture, forestry, journalism, printing and wood manufacturing industries.

Our commitment to partnering with schools intensified with 217 schools actively engaged in delivering gateway programmes and/or unit standards.

We see this as a huge opportunity moving forward, not only in engaging more schools, by creating earlier and stronger links between schools, learners and industry to facilitate a meaningful pipeline of achievement for youth.

**217** actively engaged schools and growing

**37** industries supported with students having access to work experience

**GOT A TRADE WEEK**

**22-26 August 2016**

SEE WHY DEBS CHOSE HER TRADE AT  
**GotaTrade.co.nz**

**GOT A TRADE? GOT IT MADE!**



# Summary financial statements

## Summary statement of financial position

As at 31 December 2015

	Consolidated	Competenz	Consolidated	Competenz
	2015	2015	2014	2014
	\$000s	\$000s	\$000s	\$000s
<strong>ASSETS</strong>				
<strong>Current assets</strong>				
Cash and cash equivalents	9,724	8,158	10,493	8,626
Trade and other receivables	2,200	1,003	2,413	1,355
Government grants due	733	733	183	183
Goods and services tax receivable	-	67	-	-
Prepayments	415	401	373	350
Intergroup receivable	-	553	-	865
<strong>Total current assets</strong>	<strong>13,072</strong>	<strong>10,915</strong>	<strong>13,462</strong>	<strong>11,379</strong>
<strong>Non-current assets</strong>				
Property, plant and equipment	3,349	3,349	2,263	2,263
Intangibles	748	748	1,420	1,420
<strong>Total non-current assets</strong>	<strong>4,097</strong>	<strong>4,097</strong>	<strong>3,683</strong>	<strong>3,683</strong>
<strong>TOTAL ASSETS</strong>	<strong>17,169</strong>	<strong>15,012</strong>	<strong>17,145</strong>	<strong>15,062</strong>
<strong>LIABILITIES</strong>				
<strong>Current liabilities</strong>				
Trade and other payables	4,209	3,755	3,650	3,189
Government grants payable	-	-	1,374	1,374
Goods and services tax payable	329	-	638	234
Income received in advance	54	54	38	38
Employee leave benefits	1,352	715	1,255	615
Lease incentive	588	588	9	9
Provisions	-	-	227	227
<strong>Total current liabilities</strong>	<strong>6,532</strong>	<strong>5,112</strong>	<strong>7,191</strong>	<strong>5,686</strong>
<strong>Non-current liabilities</strong>				
Provisions	175	175	34	34
<strong>Total Non-current liabilities</strong>	<strong>175</strong>	<strong>175</strong>	<strong>34</strong>	<strong>34</strong>
<strong>TOTAL LIABILITIES</strong>	<strong>6,707</strong>	<strong>5,287</strong>	<strong>7,225</strong>	<strong>5,720</strong>
<strong>NET ASSETS</strong>	<strong>10,462</strong>	<strong>9,725</strong>	<strong>9,920</strong>	<strong>9,342</strong>
<strong>ACCUMULATED FUNDS</strong>				
Accumulated funds	10,462	9,725	9,920	9,342
<strong>Total accumulated funds</strong>	<strong>10,462</strong>	<strong>9,725</strong>	<strong>9,920</strong>	<strong>9,342</strong>

For and on behalf of the Board who authorise the issue of the summary financial statements on 10 May 2016.



Mike Simm, Director



Brian Rhoades, Director

## Summary statement of comprehensive income

For the year ended 31 December 2015

	Consolidated	Competenz	Consolidated	Competenz
	2015	2015	2014	2014
	\$000s	\$000s	\$000s	\$000s
<strong>REVENUE</strong>				
Government grants	24,485	24,485	24,003	24,003
Industry income	26,599	10,155	25,943	10,321
Other revenue	803	752	652	604
Funds introduced from mergers	-	-	671	671
<strong>Total revenue</strong>	<strong>51,887</strong>	<strong>35,392</strong>	<strong>51,269</strong>	<strong>35,599</strong>
<strong>EXPENSES</strong>				
Training costs	9,506	9,446	10,077	10,033
Employee entitlements	30,530	14,497	28,606	13,344
Other expenses from ordinary activities	11,309	11,066	11,622	11,473
<strong>Total expenses</strong>	<strong>51,345</strong>	<strong>35,009</strong>	<strong>50,305</strong>	<strong>34,850</strong>
<strong>Net surplus / (Deficit)</strong>	<strong>542</strong>	<strong>383</strong>	<strong>964</strong>	<strong>749</strong>
<strong>Total comprehensive income / (loss) for the year</strong>	<strong>542</strong>	<strong>383</strong>	<strong>964</strong>	<strong>749</strong>

## Summary statement of changes in accumulated funds

For the year ended 31 December 2015

	Consolidated	Competenz	Consolidated	Competenz
	2015	2015	2014	2014
	\$000s	\$000s	\$000s	\$000s
<strong>Opening balance</strong>	<strong>9,920</strong>	<strong>9,342</strong>	<strong>8,956</strong>	<strong>8,593</strong>
Total comprehensive income for the year	542	383	964	749
<strong>Closing balance</strong>	<strong>10,462</strong>	<strong>9,725</strong>	<strong>9,920</strong>	<strong>9,342</strong>

## Summary statement of cash flows

For the year ended 31 December 2015

	Consolidated	Competenz	Consolidated	Competenz
	2015	2015	2014	2014
	\$000s	\$000s	\$000s	\$000s
Net cash flows from / (used in) operating activities	727	622	3,207	3,089
Net cash flows from / (used in) investing activities	(1,496)	(1,090)	(391)	(446)
Net increase / (decrease) in cash and cash equivalents	(769)	(468)	2,816	2,643
Cash and cash equivalents at beginning of year	10,493	8,626	7,677	5,983
<strong>Cash and cash equivalents at end of year</strong>	<strong>9,724</strong>	<strong>8,158</strong>	<strong>10,493</strong>	<strong>8,626</strong>



## Notes to the summary financial statements

The summary financial statements for Competenz and its subsidiary (collectively “the group”) for the year ending 31 December 2015 were authorised for issue by the Directors on 10 May 2016. The summary financial statements have been extracted from the audited full financial statements and are presented in New Zealand dollars. All values are rounded to the nearest thousand dollars. The summary financial statements have been prepared in accordance with FRS-43: Summary Financial Statements.

The summary financial statements cannot provide as complete an understanding as the full financial statements can. A copy of the full financial statements can be obtained by emailing [info@competenz.org.nz](mailto:info@competenz.org.nz). Alternatively, you can access the financial statements on the Competenz website: [www.competenz.org.nz/2015annualreport](http://www.competenz.org.nz/2015annualreport). The full financial statements for the year ended 31 December 2015 were authorised for issue by the Directors on 21 April 2016.

An unqualified audit opinion was issued for the full financial statements. The full financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. The full financial statements comply with New Zealand equivalents to International Financial Reporting Standards and other applicable Financial Reporting Standards, as appropriate for not for profit entities.

Accounting policies have been applied on a consistent basis with the full financial statements.

### New Accounting Standards and Interpretations

The External Reporting Board (XRB) has issued a new suite of accounting standards to be applied by the not-for-profit public benefit entities (PBE) for periods beginning on or after 1 April 2015. These PBE standards are based on International Public Benefit Entities Accounting Standards which are in turn based on International Financial Reporting Standards (IFRS). This means that Competenz will need to apply the new PBE standards in preparing its 31 December 2016 financial statements.

### Change of Legal Structure

A change of legal structure for Competenz took effect on 1 January 2016. Previously Competenz operated as an Incorporated Society with charitable status through its registration with the Charities Commission. The Board resolved that the legal structure for Competenz should be changed to an Incorporated Charitable Trust along with registration with the Charities Commission. A Deed of Distribution of Assets and ITO Undertaking was executed between the New Zealand Engineering Food and Manufacturing Industry Training Organisation (the existing entity) and Competenz Trust (the new entity) and all assets, liabilities and commitments were accordingly transferred to the Competenz Trust. All operations have remained the same under the new entity.

## Independent Auditor's Report

### To the Members of New Zealand Food & Manufacturing Industry Training Organisation Incorporated (Competenz)

The summary financial statements of Competenz and its subsidiary on pages 24 to 26, which comprise the summary statement of financial position as at 31 December 2015, the summary statement of comprehensive income, summary statement of changes in accumulated funds and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of Competenz and the group for the year ended 31 December 2015. We expressed an unmodified audit opinion on those financial statements in our report dated 21 April 2016. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Competenz and the group.

This report is made solely to the incorporated society's, as a body, in accordance with the Competenz constitution. Our engagement has been undertaken so that we might state to the incorporated society's members those matters we are required to state to them in our report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the incorporated society and the incorporated society's members as a body, for our work, for this report, or for the opinions we have formed.

### Directors' Responsibilities

The directors are responsible for the preparation of summary financial statements in accordance with FRS-43: *Summary Financial Statements*.

### Auditor's Responsibilities

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA(NZ)) 810, “Engagements to Report on Summary Financial Statements.”

We provide consulting services to Competenz. We have no other relationship with, or interest in, Competenz or its subsidiary.

Partners and employees of our firm may deal with the incorporated society on normal terms within the ordinary course of trading activities of the business of the incorporated society.

### Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Competenz and the group for the year ended 31 December 2015 are consistent, in all material respects, with those financial statements, in accordance with FRS-43.

10 May 2016  
Auckland





Competenz is a multi-sector industry training organisation.  
We help Kiwi industry grow skills, careers and businesses  
and make it easy to learn on-the-job.  
**[www.competenz.org.nz](http://www.competenz.org.nz) 0800 526 1800**

**Competenz**  
SKILLS FOR INDUSTRY