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About Competenz

Competenz is a multi-sector Industry Training Organisation (ITO).

Our industries include: manufacturing, engineering, forestry, transport, printing, packaging, signmaking, food and beverage, textiles, apparel, and laundry.

Our purpose is to help Kiwi industry grow skills, careers and businesses and we do this through the delivery of effective, industry-ready, on-the-job training as well as consultation and design of workforce development solutions.

Owned by our industries we are responsible for setting the standards for qualifications in 36 sectors as well as supporting learners, employers and industry to achieve their goals. We're proud to support over 26,000 learners and more than 3,500 businesses nationwide.

 **26,000+**
learners  **3,500+**
companies



Our industries

- » **Engineering and related trades**
fabrication, mechanical engineering, general engineering, machining, maintenance engineering, toolmaking, metal casting, fire protection, gunsmithing, heating, ventilating 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 container manufacturing, laundry and drycleaning, paint and coatings, pharmaceutical and allied products manufacturing, plastics processing, textiles manufacturing
- » **Communications and media**
packaging, printing, signmaking
- » **Transport**
maritime and rail.

Pathway to lifelong learners

We believe in the value of apprenticeships to help people learn. In 2015, almost 8,000 learners were enrolled in Level 4 qualifications across all our industries, including more than 350 apprentices seconded to companies through our contract with Apprentice Training New Zealand (ATNZ). Our continued focus on the pathway to lifelong learning saw numbers learning at Levels 3, 4 and 5 increase in 2016.



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

Activities	Managing 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	✓	✓	✓
<i>On-the-job learning</i>			
Train learners on-the-job		✓	
Assess on-the-job learning	✓	✓	
Moderate on-the-job learning	✓		
<i>Off-job learning</i>			
Train learners off-job	✓		✓
Assess off-job learning	✓		✓
Moderate off-job learning	✓		

Chairman's report

2016 review – leading the pace of change

If the constant is change, 2016 was no exception. Our industries are facing many challenges. In the manufacturing sector automation is making employment reductions a reality. Health and safety continues to be a challenge in the forestry sector. Ongoing issues with recruitment continue to affect trade careers. Digital disruption continues to challenge the face of learning. Despite this, 2016 saw Competenz continuing to grow in our sectors.

Our clear aim is to contribute to the up-skilling of the New Zealand workforce to improve productivity and therefore economic prosperity as well as social wellbeing. To effectively meet these challenges we have had to intimately understand our stakeholder expectations, develop effective strategy to lead future actions, understand our limitations, and develop both the external relationships and the internal culture that will enable us to make a positive difference.

With Fiona Kingsford appointed to the role of CEO, we've been able to adapt and lead throughout 2016. Fiona's eight-year experience within Competenz provided her with a deep understanding of our capability. She has been able to very successfully apply her expertise to the transformation project in which we are fully immersed and committed to seeing through. Her senior leadership team, including some new faces, has understood and supported the imperative for change, and the need for powerful collaborative partnerships to achieve our end-goals.

Focus on employer training needs continues to grow in importance. As a Board, we regularly connect with our employers around the country to hear their requirements, frustrations and suggestions as to how we can improve our support. Constant themes have

been difficulty with recruitment of quality, work-ready trainees and apprentices, and the need for greater transparency over their learners' progress.

Our 'Got a Trade? Got it Made!' campaign, in conjunction with seven other ITOs, was a rallying call in addressing these issues. It successfully raised the profile of trade careers and provided resources for parents and teachers to join with employers and Competenz in making trade careers more attractive. As a recruitment tool it is proving to be an effective part of the solution. As yet underfunded and attracting only minimal funding support from the Tertiary Education Commission (TEC) and the Ministry of Education (MoE); we plan to boost our support for it next year while simultaneously launching new recruitment initiatives.

We understand that learners' needs are continually changing and we recognise to retain their commitment and assist with their learning success we must continue to anticipate those changing needs. Online learning is increasing in uptake and we will continue to resource it as a powerful component in our learning toolbox.

Employers and learners are also demanding new resources and new structures for learning. We are anticipating and adapting with new resources. By way of example, we've introduced training for task, new learning modules (not on the NZ Qualifications Framework and thus not government funded), recognition of prior learning, and enterprise-wide training plans.

Health and safety in the workplace has received increased scrutiny from the Board in the last year. Our Competenz employees operate in a less dangerous environment but are very conscious that

forestry, engineering and many of our other sectors are potentially dangerous. Whilst the safety of all employees in our sectors is important to us, our learners are the prime focus of our attention. We utilise training materials and demonstrate standards of best practice in our dealings with them and their employers.

Our financial performance for the year was excellent. The maintenance of a healthy level of industry contributions is a highlight, indicating a strong level of employer buy-in and partnership in training. Cash resources are healthy and have allowed us to accelerate the completion of the long and complex Targeted Review of Qualifications (TRoQ) process. We intend to invest some of the previous year surpluses in a new recruitment initiative in 2017. Other commercial opportunities result from an ability to be more responsive to new training needs (robotics etc.) and training for task, are additionally being evaluated as part of our strategy moving forward.

Midway through the year we farewelled director Brian Rhoades and welcomed directors Tupara Morrison and John Blakey. We thank Brian for his contribution to Competenz and look forward to working with Tupara and John.

As a Board, our commitment and enthusiasm for Competenz and what we are attempting to achieve has been resolute. We continue to support the new CEO, the development and implementation of a transformation strategy, and the successful refocus on employer and learner needs at our core. 2016 has seen a superlative team effort and I want to record my thanks to the Board members, CEO, leadership team and our employees for what has been achieved in 2016. We are immensely proud of the positive way they are embracing the need for change and continuing to grow our relevance in up-skilling the workforce of NZ.



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.



Mike Simm

John Blakey

Commenced January 2016

John Blakey is the Chairman of the ATNZ Trust and former CEO of Competenz. He has over 20 years' experience in vocational education and training.

Tupara Morrison

Commenced July 2016

Business studies graduate, Chartered Accountant and member of the New Zealand Institute of Directors with extensive governance experience in tertiary education and iwi development.

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 as a professional director.

Bill Newson

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



John Blakey



Bill Newson



Bryn Thompson



Tupara Morrison



Brian Rhoades



Anita Rosentreter



Judy Newcombe



Kelly Smith

Brian Rhoades

Director to 30 June 2016

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.

Anita Rosentreter

Trainee Director Commenced July 2016
Industry Coordinator for Manufacturing with E tū with extensive experience representing members in manufacturing, engineering, service stations, call centres, printing, media and journalism.

CEO's report

Accelerated innovation and progress

In 2015 we set out our initial 2020 Strategic Framework for a customer-centric pathway that places our employers and learners at the heart of everything we do. In 2016 we launched Accelerate 2020, a programme to exponentially progress continued engagement, research and delivery of innovation to become a beacon of support and advocacy for industry, employers and learners alike.

We are extremely proud to have achieved all requirements for the Tertiary Education Commission (TEC). Yet, we have a clear ambition that through our focus on employers and learners, we must deliver much more than achievement against government metrics.

Accelerate 2020 – new models for the future

At the beginning of 2016 we redefined our strategic operating model and committed to becoming a truly customer-centric organisation. This led us on a journey of exploration using human centred design, listening to the voice of our customers to really determine what they need and expect from us and what they truly value.

To underpin this we now have a significant acceleration plan in place called Accelerate 2020. It covers five major work streams that are each focused on improving how we engage with our employers and learners. Accelerate 2020 will enable us to deliver what employers and learners truly want and set a standard surpassing anything previously seen in New Zealand. See page 12 for insight into our goals moving forward.

Our significant achievements

Throughout 2016 we have achieved some major milestones towards our 2020 strategy:

Advancing our tools of engagement

The world of work, education and learning is changing faster than many industries can keep up with. So we need to change even more quickly to help them to be ready for the future. With our Targeted Review of Qualifications (TRoQ) nearing the end, we introduced Sector Advisory Groups (SAGs) in our sectors to enable strategic engagement on their future and ensure we remain abreast of industries' skills and capability needs with our product and service offering. See page 38 for more.

We have continued the development of our Employer Portal through ongoing enhancements. We have also launched online assessment-processing capability for all of our 1,000 + assessors across the country.

We have implemented a new learning management system to take our 'digital anywhere, anytime' engagement with our learners to the next level. It gives our learners access to their learning, assessments and progress and allows their employers to engage with their learners' progression throughout the learning journey.

We have launched a series of new Gateway programmes to grow and extend our engagement with schools and develop a pipeline of talent coming into our industries.

Our enterprise-wide approach has continued to grow throughout our employer base, offering both technical and business growth training to meet a broader range of skillsets required in the workplace.

Collaboration

Collaboration and partnership is key to our future. The development of a Skills Exchange (Skills Hubs) is one such partnership to which we remain committed.

The Skills Hubs are a partnership between employers, central and local government, businesses and industry, tertiary providers, ATEED, and ITOs focused on improving the development of relevant and appropriate construction and infrastructure skills in large scale projects within NZ. The first Skills Hub was launched at the Auckland Airport in 2015 being 'ARA'. Two additional skills hubs will be launched in 2017, at Tamaki and Auckland CBD.

Got a Trade? Got it Made! week was another successful collaborative achievement and we will be considering additional resources and support to further it in 2017. See page 44 for more.

In addition we have made great strides in developing Māori and Pasifika engagement through increased research and collaboration. We have already exceeded the TEC Pasifika Strategy goals in a number of areas and continue to innovate with new collaborations to further our customers' needs. See page 22 for more.

Our people

Core to our strategy is ensuring we have the right culture and capability within our organisation to deliver on our customer promises. Our new values were launched in 2016 which underpin the culture we believe will take us forward.

TEAM UP – Unite and share
EXPLORE IDEAS – Embrace the new
MAKE IT HAPPEN – Own the outcome

Transforming lives, every learner, every time.

We continue to invest in developing our people and ensuring we have a strong customer-centric culture committed to delighting our customers. For the second year in a row we have achieved tertiary accreditation through the ACC Workplace Safety Management Practices (WSMP), underpinning our commitment to a safe and healthy workplace.

Future focus

In 2017 we will continue to deliver against our Accelerate 2020 programme to ensure that we are taking action in the areas that matter most to our employers and learners. We will continue to implement our digital strategy making it easier for our employers, learners and our own teams to engage with us. We will focus on the growth of our schools and careers pipeline and our enterprise wide approach maintaining our focus on tailoring our offerings to meet the needs of our employers.

I would like to thank our Board for their fantastic support over 2016, the passion and commitment of our leadership team, and the untiring commitment of the Competenz team to deliver excellence to our customers. Finally to our employers, assessors and training partners, without your commitment to training and capability development we would not be here.

Implementation of our 2020 strategy is the core focus of 2017 so we continue to exceed expectations and truly deliver to our employers and learners needs. 2017 is going to be another exciting year.



Fiona Kingsford
CEO, Competenz

Senior leadership team



Fiona Kingsford

Chief Executive

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



Sandy Botterill

General Manager Strategy & Transformation

Business strategy, continuous improvement, business transformation, ICT, commercial development.



Nick Thomson

General Manager Product Development & Quality Assurance

Qualification development, industry leadership, resource development, quality assurance.



Rachel Hopkins

General Manager Marketing & Communications

Marketing, brand, communications, customer satisfaction, careers promotion, research.



Jim MacBride-Stewart

General Manager Industry Training

Service delivery, business development, customer and learner support.



Julie Ingram

General Manager People & Culture

Culture and engagement, health and safety, skills development, people policies and practices, organisation development, payroll and HR support.



Sean Kirk

General Manager Financial Services

Finance, legal, procurement and risk.

Business Strategy Accelerate 2020

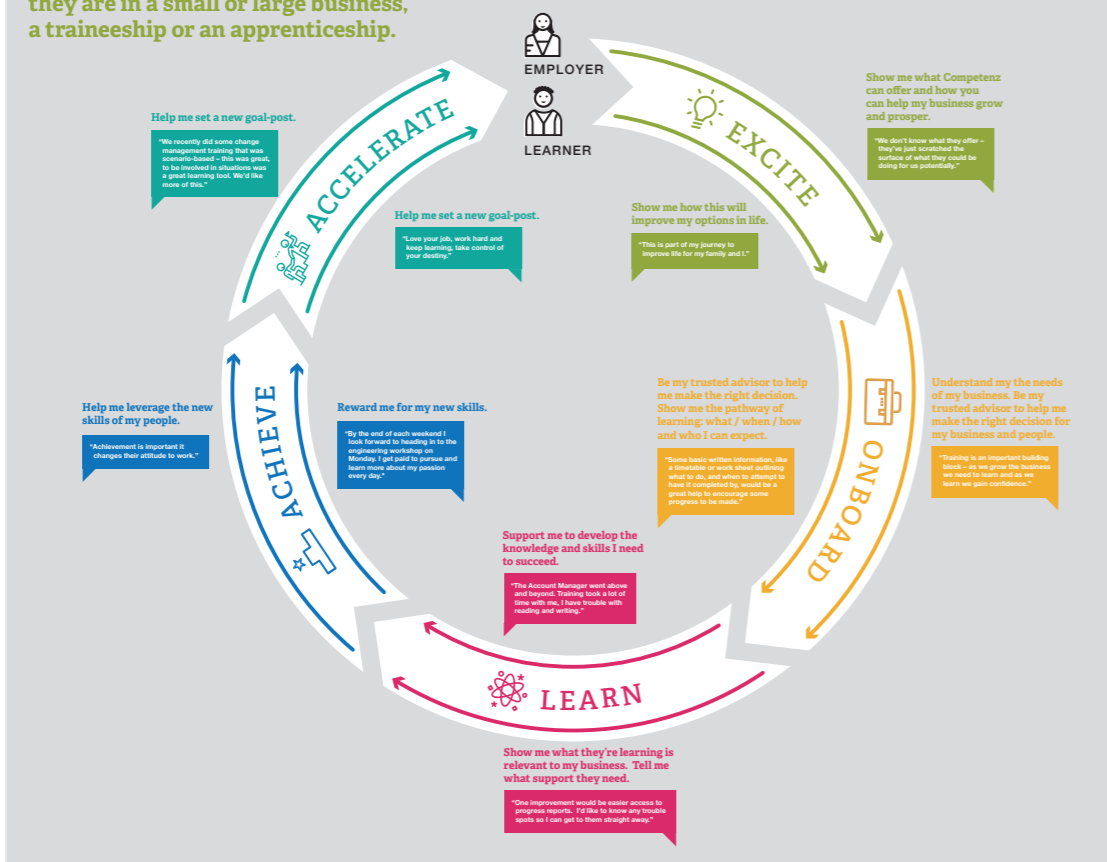
At the heart of our 2020 strategy is the vision to be our employers' workforce development partner and to work with more of our learners throughout the lifetime of their careers. That means delivering more of what our customers need, at the necessary pace for an increasingly changing environment.

2016 has been a year of dedicated research, engagement and validation, culminating in our Accelerate 2020 strategy that sets a clear path of innovation for all our customers with technology as a core enabler.

Accelerate 2020 is the collective name for the six workstreams we want to progress in order to deliver the 2020 vision for Competenz. It is our intention to lead the way in industry learning.

The Learning Journey

While every learner's and employer's journey is unique, there is a set of universal needs that apply to all, regardless of whether they are in a small or large business, a traineeship or an apprenticeship.



Accelerate 2020 brings the emergence of two key pathways to excellence:

- » Quick Wins
- » Core Workstreams

Quick Wins

Quick Wins focus on both external and internal wins, fast-tracking the best ideas garnered through Learning Journeys workshops, CEO roadshows and the ideas pipeline.

Quick Wins are about accelerating performance in things we already know how to do. They may be ideas that have been talked about or wished for but haven't yet been activated to fruition. Quick Wins are about bringing the right people to the idea – to team up and make it happen, fast.

Using our proprietary methodology, we are able to take an idea to prototype solution that can then be tested and continuously improved over time. Quick Wins not only engage our expert teams, they generate impassioned momentum and showcase our capabilities in quickly delivering to our customers in a wholly positive way.

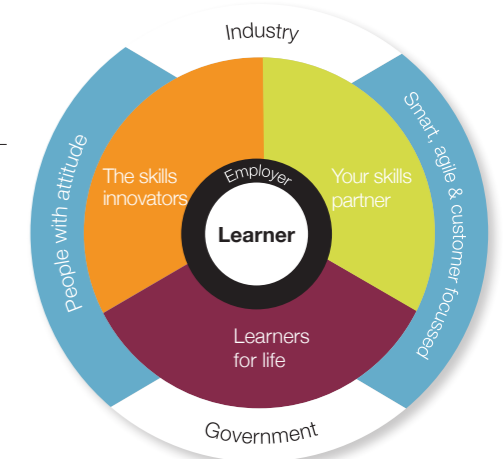
Core Workstreams

Our focus on core workstreams comes from our aspiration to become a truly customer-centric organisation. By streamlining our everyday deliverables, we can spend our face-to-face time where it's really needed – solving complex problems, supporting complex learner needs and enabling learners to complete.

Our six core workstreams can be summarised as follows:

1. Easy to understand, easy to apply pricing to support sustainability
2. Development of new courses and services to deliver value to our employers
3. Matching customers to the right services and solutions
4. Increase learner success, supporting learner outcomes
5. Developing technological platforms to automate and simplify
6. Implementing a customer-centric operating model

Business Strategy



With clarity around these workstreams comes the development of numerous initiatives that deliver more and more ease of access to the best available solutions for our industries. We see ourselves as leading the way, striding beyond tertiary sector measures and delivering to the real world in which our customers live, work and play.

2016 has delivered an outstanding body of work to inform our progress moving forward. 2017 will take us even closer to realising our 2020 goals.

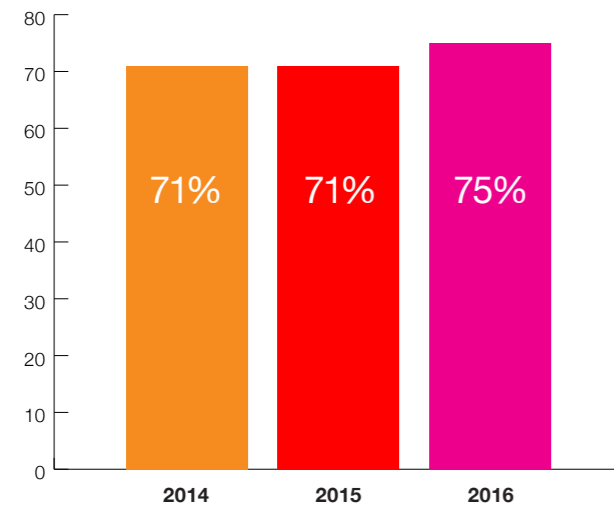
Our performance in 2016

12.9%

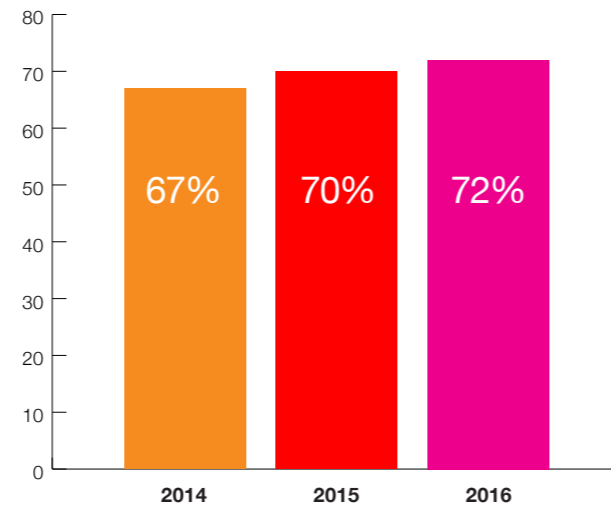


Qualifications completed

Credit completion rate



Programme completion rate



Qualification completions by level

	2015	2016
Level 1	49	28
Level 2	3,269	3,214
Level 3	1,987	2,790
Level 4	1,375	1,569
Level 5	123	76
Level 6	3	6
Total	6,806	7,683

Qualification completions by sector

	2015	2016
Engineering	751	788
Food & beverage (incl baking)	1,028	1,180
Manufacturing	1,247	1,388
Transport (rail / maritime)	727	877
Forestry	681	799
Wood manufacturing	566	406
Retail meat	103	94
Print, packaging, signmaking and journalism	164	154
Other	354	236
Non Competenz qualifications		
Business	97	129
Distribution	28	57
Health & safety	632	1,176
Retail	198	109
Sales	71	154
Other	159	136
Total	6,806	7,683

Enrolments by sector	2015	2016	New sign ups 2016
Engineering	4,495	4,698	1,568
Food & beverage (incl baking)	2,913	2,582	1,155
Manufacturing	4,027	4,119	1,948
Transport (rail / maritime)	2,375	2,074	1,354
Forestry	5,685	5,036	2,320
Retail meat	510	543	215
Wood manufacturing	2,219	2,116	799
Print, packaging, signmaking and journalism	1,153	1,209	463
Other	894	679	220
Non Competenz qualifications			
Business	460	817	549
Distribution	152	159	62
Health & safety	1,230	1,990	1,576
Retail	315	200	125
Sales	451	421	114
Total	26,879	26,643	12,468

Learners by sector	2015	2016
Engineering	4,248	4,297
Food & beverage (incl baking)	2,718	2,451
Manufacturing	3,177	3,465
Transport (rail / maritime)	1,782	1,572
Forestry	3,710	3,340
Retail meat	485	519
Wood manufacturing	1,154	1,122
Print, packaging, signmaking and journalism	526	575
Other	685	521
Non Competenz qualifications		
Business	404	769
Distribution	148	146
Health & safety	1,055	1,762
Retail	306	190
Sales	442	410
Total	20,840	21,139

Learners by level

	2015	2016
Level 1	105	51
Level 2	6,998	5,724
Level 3	5,437	7,018
Level 4	7,818	7,953
Level 5	437	350
Level 6	45	43
Total	20,840	21,139

Learners by ethnicity

European	10,835	11,131
Māori	4,231	4,210
Pacific Islander	1,520	1,627
Asian	664	675
Other	3,590	3,496
Total	20,840	21,139

Learners by age

	2015	2016
Under 25	6,715	6,373
25-34	5,706	5,914
35-44	3,964	4,002
45-54	2,953	3,173
55 and over	1,502	1,677
Total	20,840	21,139

Learners by gender

Male	16,946	17,070
Female	3,894	4,069
Total	20,840	21,139



Industry engagement

Partnering for excellence with MIT

Our customer-centric focus includes finding appropriate partners that are willing and able to help us meet changing industry needs. Our partnership with Manukau Institute of Technology (MIT) has been two years in the making, challenging the status quo and proactively innovating across sectors.

Together, we share a focus to deliver ground-breaking excellence for learners and industry. In 2016, we successfully delivered 36 courses including these special highlights:

Refrigeration / Air Conditioning (RAC) Qualifications

Our relationship with MIT, and corresponding relationship with the Southern Institute of Technology (SIT), reinvigorated the delivery of the new RAC qualifications launched in 2016. While it is rare to see two Polytechnics working together to deliver qualifications; MIT facilitated our working together in a three-way partnership with SIT to develop an outstanding programme.

Plastics seminars

A series of one-day plastics seminars is another new initiative developed to support both learners and employers. In this instance MIT is undertaking an ancillary role in providing the venue and support for Competenz designated tutors to deliver the learning.

Our relationship with MIT exemplifies our core values; Explore Ideas, Make it Happen and Team Up. We look forward to even more success moving forward. Together in 2017 we will deliver 57 courses, servicing the needs of more than 700 apprentices.

EXPLORE
IDEAS

TEAM UP

MAKE IT
HAPPEN

Transforming lives, every learner, every time.

Māori & Pasifika engagement

Setting the foundation to support Māori and Pasifika engagement with trades and services

Our Māori and Pasifika Manager Iani Nemani, has led the way in invigorating our approach to engaging with Māori and Pasifika throughout 2016.

MPI internal committee reinvigorated

The Competenz Māori and Pasifika internal committee has continued to support cultural competency throughout our organisation. 2016 saw a renewed focus with a series of workshops being planned for 2017 to excite, explore opportunities and team up with solutions to further Māori and Pasifika engagement in trades and services.

Taking engagement to the people

Throughout 2016, we have actively sought out opportunities to engage with Māori and Pasifika communities where they live, work and play.

Increased regional engagement

We've taken opportunities to extend our reach to regions including through the Māori and Pasifika Trades Training (MPTT) scheme with success in the Waikato, Gisborne, Bay of Plenty, Hawke's Bay, as well as Wellington and Auckland.

Increased inter-ITO support

Through MPTT and our work with other ITOs, we have prepared a case to work more closely with BCITO and The Skills Organisation to mutually represent and increase engagement. We expect a memorandum of understanding to be formalised in 2017.

We were an enthusiastic participant in the Industry Training Federation's (ITF) newly formed ITO Māori and

Pacific Network in 2016 and look forward to additional opportunities to collaborate across the training sector.

Increased engagement with Polytechnics

Our pre-trades programmes via MPTT now includes engineering through Wintec in the Waikato, with more students enrolled across a greater number of Polytechnics, including MIT, Unitec in Auckland, Eastern Institute of Technology (EIT) in both the Hawke's Bay and Tairāwhiti, the newly formed Toi Ohomai Institute of Technology in Rotorua and Wellington Institute of Technology (Weltec).

Increased engagement with church communities

As part of our commitment to finding new ways to effectively engage with Māori and Pasifika, we are exploring how we can more effectively engage with schools and churches over the coming months including the 15 AIMHI (Achievement in Multi-cultural High Schools) schools mainly in South Auckland, and the Tongan Methodist and Catholic churches.

Increased engagement with Iwi

We continue to grow our connections with Iwi throughout New Zealand and were delighted to see Tuaropaki Trust's company MB Century successfully take on two engineering apprentices in 2016. We continue to proactively look for opportunities to increase awareness of and participation in trades training.



Understanding Pasifika perspectives on learning

We participated in a study designed to assess the factors that affect their Pacific learners' participation, achievement and continuance in ITO facilitated learning qualifications. The research was funded by Ako Aotearoa and undertaken by Pacific Perspectives with Competenz, Careerforce, Service IQ and The Skills Organisation all contributing.

The report is due in 2017, however our role in providing facilitated night classes for students has produced positive results, based on the anecdotal evidence from participants. We expect the findings to provide a baseline on how we can continue to engage and achieve on behalf of Pasifika learners across all our sectors.



Stepping out and stepping up[®]

Throughout 2016 we supported learners and business owners to step up and step out.

It was a year to accelerate success and celebrate achievement.

From Gateway to apprenticeship –
butchery apprentice

Luke Andrews

In 2016 Luke Andrews graduated from Gateway, ready to take on a butchery apprenticeship. His learning difficulty, dyslexia, isn't going to hold him back – thanks to ongoing support from Cambridge High School and Competenz.

“The Gateway programme is really great. The careers department at school have helped me heaps. Blake (Angove – Competenz butchery account manager) came on board a couple of months ago to help me get into an apprenticeship.”

Completing the Butchery Gateway programme has given him the knowledge and confidence to take it to the next level and start an apprenticeship with Wholly Cow, the family business.

Wholly Cow Cambridge store manager Pat Pierce says Luke is a pleasure to teach, “he wants to learn and he's really interested in all aspects of the job which makes teaching him easy”.

“It's not just learning the butchery skills, there's a whole raft of other things that Luke is learning in terms of running the shop. The good thing is he relates to customers. He's great at communicating with people which helps.”

Gateway Coordinator at Cambridge High School Liz Wilson agrees, “his friendly, outgoing personality would make him a popular person in any workplace. I was so pleased when he nailed the Gateway units on offer through Competenz”.

We're delighted to be helping Luke through this next phase of his learning journey. But look out mum and dad, he's got his eye on running the business!



“His friendly, outgoing personality would make him a popular person in any workplace. I was so pleased when he nailed the Gateway units on offer through Competenz.”

Liz Wilson, Gateway Coordinator at Cambridge High School



From pre-trades mechanical engineering to apprentice –
plastics moulder engineer

Robyn Nicholson

Robyn Nicholson was home-schooled but knew she wanted to get into something practical and without NCEA credits she took the initiative to do a pre-trades course in mechanical engineering. From there she approached Competenz and with the help of Roy Adams she secured a plastics apprenticeship with Profile Polymers.

“Competenz introduced me to the plastics industry. Plastics is quite a specialised field. I like the hands-on aspect of it. I like to use my creativity and my attention to detail. I know I'll pretty much be guaranteed a job here once I finish my apprenticeship.”

Robyn is aware the plastics industry offers many opportunities to work in different areas, from die manufacturing to extruding to injection moulding. For Robyn a typical day involves trialling dies, checking for the right flow and consistency, and modifying shapes and sizes. She's set her sights high and is learning AutoCAD so she can design dies herself.

As to the future, she says, “I also get the chance to travel overseas to test new equipment and setup new machines. The engineering skills I have learned... could definitely take me down an engineering path”.

“I enjoy seeing the satisfaction on a customer's face when we've exceeded their expectations for the product we've delivered them.”

“Competenz have really helped me, and my account managers have always been there to support me and encourage me to do my best”.

And we'll stay with Robyn every step of the way. We wholeheartedly agree with her comment, “my future looks really bright.”

“I enjoy seeing the satisfaction on a customer's face when we've exceeded their expectations for the product we've delivered them.”

Robyn Nicholson

From apprentice to business owner –
baker

Shane Tinker

Shane Tinker is co-owner of Creative Edge Food, together with his partner, bakery apprentice, Jennifer Elliot. Apprenticeships are not just part of the business it's essential – as Shane recognises more than most.

“I get satisfaction out of teaching. I like seeing my employees feel like they're achieving something. It's all about giving back.”

Shane Tinker

Shane started out as a bakery apprentice at Coupland's in Invercargill and has worked in various roles since.

Three years ago, he and Jennifer purchased Creative Edge Food. Two years after that, Jennifer began her own apprenticeship to learn more about production and technical development.

Shane says that apprenticeships have, “future-proofed our business. For around six to nine months we had struggled to find the right skilled staff, so decided to teach our own. We're getting a stronger workforce by training our own apprentices”.

With three other apprentices, the pair are looking for a fifth to join the business. For them it's all about quality. “We want to place importance on being qualified. We've offered these employees apprenticeships because their work ethic has shone through. I've had bakers come in and fail because they're not used to making things from scratch,” says Shane.

“Skilled bakers are few and far between. It's important that we support local bakers. The only way forward is through training. More employers need to give back to the industry by training an apprentice.”

“I get satisfaction out of teaching. I like seeing my employees feel like they're achieving something. It's all about giving back.”

We look forward to helping Shane do exactly that – give back.



From apprentice to business owner -
fire protection business

Hayden Watt

Hayden Watt finished his apprenticeship in mid-2016. John Stevenson, his Competenz account manager, is now helping him upskill to run his own business.

“I went beyond Level 4 in terms of skills and experience in the past seven years and now I have the paper qualification to back me up,” says Hayden.

Hayden chose an apprenticeship with Fire Security Services because they designated afternoons for training. He worked his way up from a range hand (who helps a trained fitter), then pipe fitter, then charge hand, and finally working supervisor.

Hayden recognises there's a shortage of qualified labour in the Fire Protection industry, and he wants to do something about it. “My plan is to pick short-term projects, ones I can train people on and get them paper-qualified. Me and John, we're going to build an army!”

Hayden has seen the Competenz model for Fire Protection expand and develop over the years, and has confidence in its future. With Competenz, he can help the course develop, while supporting new apprentices and his own business.

“Not everyone has heard about sprinklers and wouldn't think of it as a career. But if someone works and trains with me, five years later they could be running a couple of guys, move to management, or stay on the tools and get paid well.”

Qualified, business-ready and planning ahead; Hayden Watt is an emerging force to be reckoned with in the Fire Protection industry – and we'll be with him every step of the way.



“My plan is to pick short-term projects, ones I can train people on and get them paper-qualified. Me and John, we're going to build an army!”

Hayden Watt

Service to industry

Vince Molloy

Recognising a lifetime of service to industry, furniture maker

After 40 years and having trained more than 20 apprentices, Vince Molloy closed his Auckland-based furniture making business in 2016. “All the boys have found jobs with another furniture maker, which I’m really glad about,” Vince said, as he and his wife Shirley, planned their new adventures.



A former apprentice himself, Vince believes it’s important to continue to train on-the-job. “I brought on apprentices when the business first started. It was a way of giving back to the industry, there was never a time when I didn’t have at least one apprentice,” he said.

“We need to keep passing the knowledge onto the future of the industry. I was lucky I worked with talented craftsmen who took time to teach me... and guys who’ve come through my workshop have taken off around the world.”

Competenz contract assessor Colin White, who assessed many of Vince’s apprentices, says Vince understood how to train people. “Part of the apprentices’ success was that Vince set high standards. He looked after apprentices, was available when they had questions.”

Furniture and Cabinetmaking Association of New Zealand Executive Secretary, Alister Murray, said Vince was dedicated to the industry. “One time I went to visit and he’d gathered all his apprentices and told them to ask me any questions (about) their training programme. It’s quite sad to see him go.”

We wish Vince and Shirley all the best for the future and want to thank him for his extraordinary service to the furniture-making industry.

Celebrating achievement

Jamie Noakes

Winner, Competenz Stuart Tolhurst Apprentice Trophy 2016

The Competenz Stuart Tolhurst Apprentice Trophy award celebrates the achievements of an apprentice who has shown good work ethic and initiative. 2016 saw 21-year-old mechanical engineering apprentice, Jamie Noakes – from Croucher and Croucher, Taranaki – win at the SKF National Maintenance Engineering Conference (NMEC) in Hamilton.

Jamie’s work experience during school was what paved the way for his career in engineering. He realised early on that he had a knack for it and decided that the university route wasn’t for him.

“I did the careers pathways programme in Year 13. It was three days in work experience and two in the classroom. The two work experience days were at Croucher and Crowder Engineering, and the other was spent at a welding course at Western Institute of Technology.”

“A lot of my mates in Taranaki are doing apprenticeships; (including) engineering. A few mates went to university and now need a job. An apprenticeship is a good opportunity to earn and learn. You can always do a degree later on in your career.”

It is clear, Jamie is a hard-working and dedicated individual. Croucher and Crowder Site Supervisor, Alan Good, says Jamie has a promising career ahead, “in the last 12 months Jamie’s leadership skills have been outstanding for a young guy. I have a small team, and he takes charge when needed”.

For Jamie, the win was a huge surprise, “I was overwhelmed. It was a good confidence booster, and reassurance knowing that I’m doing well”.

Alan says, “The team at Croucher are really pleased with his win. I rate him very highly.”

Jamie is looking forward to the future. Once finished his apprenticeship, he is thinking about doing a Level 6 qualification and travelling before eventually working his way up into a management position.



Congratulations to...

Ben Henry

Butchery
Competenz Butcher
Apprentice of the Year

Jock McVicar

Refrigeration and
Air Conditioning
Wallie Askew Award

Jeremy Gunner

Trainee of the Year
Northland Wood Council
Forestry Awards

Jasmine Kuru

Apprentice of the Year
Eastland Wood Council
Forestry Awards

Ben Ellis

Plastics
Plastics Apprentice of
the Year

Jamie Noakes

Engineering
Stuart Tolhurst
Apprentice Trophy

Keanu Falconer

Apprentice of the Year
Southern Wood Council
Forestry Awards

Nathan Weir

Apprentice of the Year
Engineering Taranaki
Consortium Awards

Louisa Jessop

Gold Medal –
Work by an Apprentice
NZSDA Awards

Creating leaders of industry

Sione Taeli Tonga

2016 Print Apprentice of the Year, and Got a Trade? Got it Made! Pacific Leader award

The annual Pride in Print Awards named him Apprentice of the Year in May, a huge testament to his hard work, the support of his employer, Stratex NZ, and our Competenz team over the years of his apprenticeship training.

His win garnered attention locally as well as back home in Tonga and at the time, he hoped that his message of having a good work ethic would inspire young Pacific people.

It is almost certain that he will inspire others, especially considering he was additionally awarded the title of Pacific Leader at the Got a Trade? Got it Made! Future Business Leader's Awards in August.

Sione is now a senior printer at Stratex NZ having come a long way since starting out as the first apprentice Stratex ever had.

He says, "My goal is to one day become a manager running a department. It's every Pacific teenager's dream to become a boss in a company, especially for someone like me, starting with nothing to becoming something."

Competenz is very proud of the role we've had in helping him realise his potential and wish him every future success.



Our training partners

In 2015 we launched an enterprise-wide approach to satisfy our companies' training needs beyond the technical-training footprint. Enterprise-wide is more than delivery of programmes across broader aspects of our training partners' businesses. The approach looks holistically at total delivery solutions.



Competenz worked with WineWorks to understand what their training needs were and developed a training matrix across all roles, and the progression steps to each.

Tailoring industry qualifications for employers

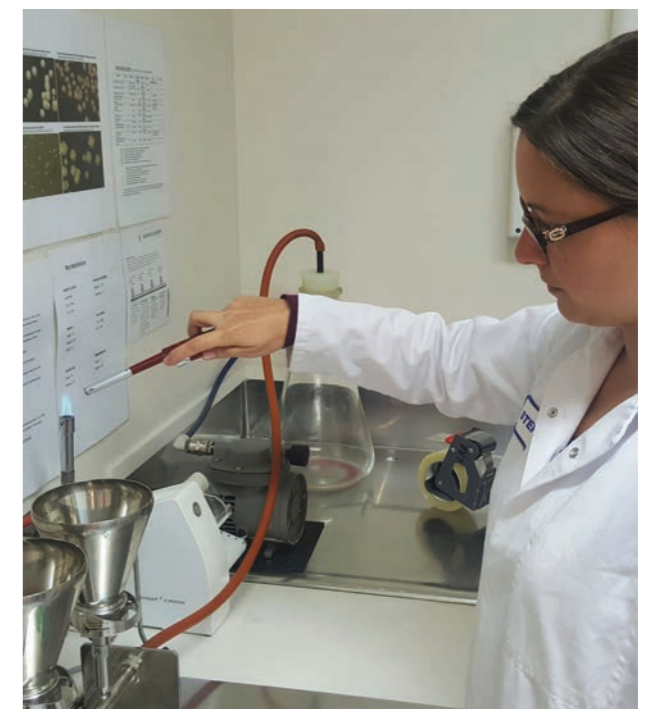
We took tailored training to a whole new level with WineWorks – a leading wine bottling and warehousing operation with locations in Marlborough, Hawke's Bay and Auckland. WineWorks employs over 200 people across its three sites and wanted a company-wide training programme that could keep pace with their rapid growth.

With no generic qualifications appropriately available, we designed a company-wide training programme, mapped to NZ Qualifications Authority (NZQA) standards which allow WineWorks staff to gain meaningful qualifications as they complete the relevant modules.

We worked with WineWorks to understand what their training needs were and developed a training matrix across all roles, and the progression steps to each. Then, we drew on a range of pre-existing modules (eg food safety, health & safety, lean manufacturing, teamwork and communications) to build a bespoke programme of training that exactly matches the work staff do and the competencies expected at each level.

Each part of the programme uses WineWorks' policy, procedures and even terminology to provide a glove-like fit for on-the-job training across all roles from bottling and labelling, to administration and distribution.

WineWorks has been able to roll out the Level 2 Manufacturing qualification already and we are working with them to complete a Level 2 Food and Beverage certificate in the near future.



“2016 saw factors that created a perfect storm in which to grow our impact and offer even more relevance for the industry.”

Mark Preece, Competenz National Manager Forestry

Setting new standards in forestry

On the back of a highly successful TRoQ programme, Competenz launched a new set of qualifications, resources and training standards to support Forestry throughout New Zealand, in 2016.

The new qualifications, accompanied by a new model of working, has contributed to an overall gain in Competenz's Net Promoter Score (NPS) by industry.

Higher ratings from industry

Competenz national manager forestry, Mark Preece says, “2016 saw factors that created a perfect storm in which to grow our impact and offer even more relevance for the industry. Great weather, solid export prices, new health and safety legislation, the signing of the Forestry Industry Safety Council Charter have all helped create a general mood of positivity”.



While any positive NPS is considered to be a great achievement, our NPS rating from forestry employers over 2016 was very high, achieving +25.



More learners completing and onboarding

Over 2016, we saw an increase in forestry qualification completion of 17% on 2015 with 2,320 new sign ups across the sector. Mark Preece says, “this is a direct consequence of offering more industry-relevant qualifications, resources and assessments and reflects that positive mood throughout the sector”.

More time on site

Our revised account management models puts our people in the front line with our forestry account managers aiming to spend three to four days a week in forests alongside owners and contractors. “It's on the ground that we can have those conversations about how training is progressing, what options are available that can help and/or fast track success, and where skills shortages can be mitigated” says forestry manager, Lara Williams.

What makes Buckley Systems different is that with Competenz's support, they have now introduced a pre-apprentice programme to tackle the country-wide issue of trades skills shortages.

Bucking the trend with Buckley Systems

Buckley Systems has run an apprenticeship programme with the support of Competenz over a long number of years. What makes Buckley Systems different is that with Competenz's support, they have now introduced a pre-apprentice programme to tackle the country-wide issue of trades skills shortages.

As expected from a company whose tagline is “ingenious at work”, they decided if they could not find suitable apprenticeship candidates, they'd have to create them. As Richard Protheroe, Buckley Systems' Technical Training Partner puts it, “that's exactly what the pre-apprenticeship programme does.”

Buckley Systems is an innovative manufacturer of giant precision electromagnets, charge particle beam systems and high-vacuum equipment for use in medical therapy technology, border security systems and particle accelerators for physics research. “We offer huge scope for trade engineer apprentices”, says Richard. “We currently have 18 and we'll have 20 by the end of the year.”

“We've created the ideal breeding ground for trades engineers,” says Richard Protheroe. “Our investment is significant, including extensive kit and fees so we need to protect that investment. That means we need to find candidates with the commitment and passion, as well as the learning style to get the most from our programme.”

So, over six months, pre-apprentices get full exposure to all areas of the business. That includes a taste of fabricating, machining, computer numerical control, electrical and maintenance trades.

That work experience that has been mapped by Competenz to unit standards. Richard says, “we get the pre-apprentices involved as much as we can and it allows them to see what they're getting into and it allows us to assess them in terms of moving forward. That way they can start to understand the various trades available and which will be the best career path for them.”

He explains, “It's no accident that we also get them to spend some time in the race shop, BSL Racing, to spend time working on speedway cars. We're after passion, aptitude and work ethic so the more opportunities we can give them to shine, the better we can assess their potential.”

“We've only had to move one pre-apprentice off the programme”, he continues. “We all agreed that his learning style was better suited to the university environment so we were happy to help him get into an engineering degree programme at the University of Auckland.”

Being one of the largest and most advanced machine shops in Australasia, Buckley Systems has huge capability and technical scope to train and ensure that the next generation of engineers are at the forefront of the industry. And Competenz will continue to support their achievement every step of the way.

Our industries

Continuing to grow industry support

Competenz engages with industry in many ways and at many levels, from our Board industry breakfasts held around the country, to our field staff engaging with their customers and learners. Our learners and employers are at the heart of our Accelerate 2020 strategy and throughout 2016 we continued to focus our activity on better understanding their needs.

At an operational level we strive to truly understand the needs of employers and their employees, so we can develop fit-for-purpose training programmes and tailored learner support. Our account managers regularly visit company premises to ensure apprentices and trainees progress through their learning to plan, and our business development managers continually strive to ensure a greater supply of skilled staff by introducing new companies to our structured industry training.

At a strategic level, Competenz continues to build on the relationships formed during the Targeted Review of Qualifications (TRoQs) and in 2016 we refreshed and strengthened our Sector Advisory Groups (SAGs). We now have 12 active SAGs comprised of industry's key players and decision makers including over 140 industry members. Each SAG meets at least twice a year to advise Competenz on future skills and numbers of workers needed, the skills, attitudes, attributes and behaviours required, the design of our qualifications and how these can best be delivered to meet their rapidly changing needs.

Competenz also works in partnership with industry to identify and remove barriers to the effective recruitment, retention, training and upskilling of employees to ensure the skills needs of employers are better matched by supply.

The SAGs worked with Competenz on a number of key initiatives during 2016 including strategies to attract more talented young people into their industries, increasing the number of companies participating in on-the-job training, and upskilling the existing workforce to meet a critical shortage of supervisors and technical leaders.

2016 SAG achievements

In 2016 SAG members

- » Joined in the Got a Trade? Got it Made! Big Bus Tours, engaging with prospective apprentices in school and community settings
- » Met with students during Earn and Learn in Christchurch, advocating for careers in industry
- » Helped Competenz identify the next tier of local and national companies to involve in industry training
- » Expressed a clear desire to take part in the Productivity Commission review of tertiary education
- » Contributed to research on why people stop apprenticeships and measures to put in place to better support students.

Competenz has been delighted with SAGs success in 2016. "Our role is to respond to industry sector training needs," says Competenz industry manager, Peter Ferguson, "and the SAGs will be the front line when it comes to those formal conversations with key stakeholders. Industry speaks, and we listen. So the future of industry training is looking bright."

Competenz also maintains strong relationships with key industry associations, often involving representation at council or board level. Competenz staff regularly speak at industry conferences, and in doing so provide leadership on the skills and training agenda as well as maintaining knowledge of latest industry developments.

Continuing to advocate for Government support

In November 2015, Government asked the Productivity Commission to investigate how trends in technology, internationalisation, population, tuition costs and demand for skills may drive changes in models of tertiary education. In February 2016, the Commission released an issues paper and in September it issued a draft report, asking for feedback from interested stakeholders.

The Commission chose to focus primarily on the university sector and institutionally-based education. Despite this, Competenz was determined to ensure the views of industry were clearly articulated and that the effectiveness and efficiency of employer-delivered workplace training was robustly discussed within the wider debate around student loans and institutional behaviour.

Under the guidance of our Board and Senior Leadership, Competenz consulted widely with industry before providing input and feedback on the draft report. The Productivity Commission papers were circulated to SAG members and discussed at numerous meetings.

Importantly, we provided a copy of our response to the Commission's draft report to our SAG members in keeping with our customer-centric approach.

The Commission released its final 527-page report in March 2017. The recommendations predictably focused on New Zealand's university sector and the partnership model of industry training did not get the attention we believe it deserves. Nonetheless, there are some recommendations that could be beneficial to our industries if they are picked up and implemented well by Government.

The small wins we see within the report include recommendations to

- » Remove the limits on industry training funding at levels 5 and above (currently set at 10%)
- » Equalise the funding rates for ITO-arranged NZ Apprenticeships and provider-driven Managed Apprenticeships (ITO arrangements are currently funded at a lower rate)
- » Extend funding to students who do not intend to pursue full qualifications (providing greater flexibility for just-in-time skills development)
- » Remove penalties on providers when a student gets a job part-way through their study (which should improve collaboration between ITOs and providers).

Whilst the report does not articulate new models of tertiary education, Competenz will continue to work with Government and other players in the education sector to better deliver for industry the right skills at the right time.

Our learners

Responding to changing industry needs

After consultation with industry representatives in 2016 and with careful consideration, we are retiring the workplace-based Journalism diploma (Level 6) qualification. The evolution of digital media and the need to react quickly to news has changed the learning model required.

We remain committed to ensuring all enrolled students have the chance to complete their training with minimal disruption. We will support existing learners through to 31 December 2017 and will work with our authors to find them new publishers.

Journalism training is provided by Universities, Polytechnics and Institutes of Technology. We continue to work closely with educators and industry to ensure schools deliver cutting-edge training for students.

Scholarships

In late 2016 Competenz successfully applied for \$150,000 of funding, allocated over a 3-year period 2017-2019, from Skills4Work. The funding will support the introduction of Competenz scholarships, awarded to successful candidates to contribute toward further learning in their chosen field. The scholarships will be launched in February 2017.

Winning the hearts and minds of our learners

Our commitment to learner success and supporting learner outcomes is clear. Our work with learners throughout 2016 saw improvements across a number of indicative measures.

2016's learner-specific wins include

Credit completion rate increased to **75%**

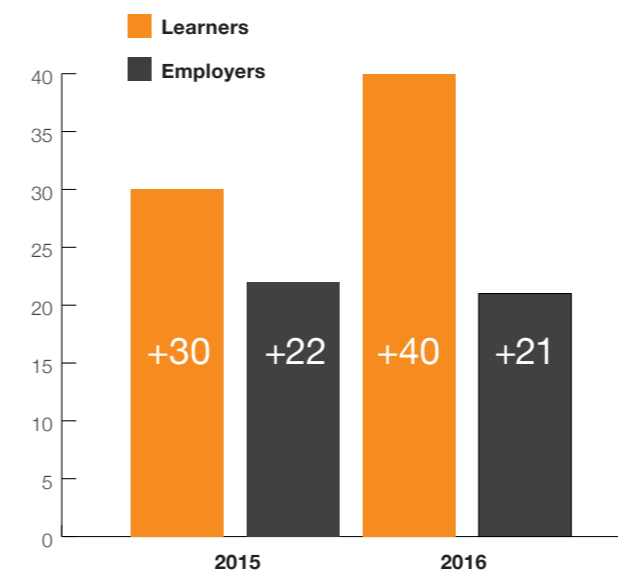
Pasifika enrolments increased by **7%**

Female enrolments increased by **4.5%**

Older enrolments (55+) increased by **12%**



Competenz – NPS



Further, independent research found a marked improvement in our NPS in 2016. Learners' assessments of us, leapt from an already excellent +30 in 2015 to +40 in 2016 – a statistically significant result.

NPS scores measure learner satisfaction and produce a range of scores from a theoretical -100 to +100. While different industries vary, New Zealand's Tertiary Education sector has an average NPS score of +20 making this result especially pleasing and placing us amongst the best performing ITOs in the country.

Our school partners

Furthering Gateway support in schools

An early effort to better understand the needs of learners, teachers and Gateway Coordinators in schools saw us embark on a market research project in partnership with Colmar Brunton in the 2016 financial year.

The research which covered 22 schools throughout the North Island took place in terms 2 and 3 of 2016 and provided clear evidence that we need to offer greater flexibility in how we deliver to different schools wants and needs.

Each year, our careers team work collaboratively with over 200 schools to help students kickstart their careers in trades industries. This research is the first that supports their experience and provides a clear path on how we can better support schools.

Teachers and Gateway Coordinators were asked for feedback on the benefits of a more project-based model with unit standards wrapped around it, their relationship with industry, how formalised the package of learning we provide should be and the support requirements they have in order for students to achieve.

Research findings

Schools differ in their Gateway placement requirements

In some schools, the emphasis was the experience of a placement itself with the focus on finding a perfect placement match and employment being relatively low. In other schools, teachers and Gateway Coordinators felt a lot of pressure to find a large number of placements with solid, practical outcomes including an apprenticeship as part of the deal.

Schools have wildly variable connections to industry

Equally, schools' connections to industry contacts varied significantly. Some had strong established ties to training providers. Others worked hard with the student and the family to find a placement. Yet in others, Gateway Coordinators were spending hours cold-calling unresponsive local companies.

Schools are satisfied with our industry unit standards and sample projects

Feedback from teachers told us they were happy with the industry unit standards we provide them to teach in their classes, as well as the easy-to-access sample projects through our Tools4Work programme.

The effort required to manage placements varies from school to school

The amount of work for Gateway Coordinators varies dramatically from school to school in many cases depending on the resources and networks available to them. People want a great package that's accessible, easy-to-use, and gives step-by-step assistance with moderation and compliance to national standards. But the loud and clear call has been for support with the pastoral work involved in getting and maintaining as many quality placements as possible.

Competenz's response

What we uncovered supports the direction we've been focused on for the last three years – practical hands-on support to teachers, Gateway Coordinators and everyone else involved in a student's career path. The thoughtful and decisive responses from our survey, indicate that we're delivering well however there is a real need for more support in getting and maintaining quality placements.

As a consequence, and in keeping with our customer-centric approach, we have launched a pilot scheme to fully support 45 engineering, furniture and butchery students across New Zealand. We have undertaken to manage their entire programmes of study, including resources, placements and assessments for a fixed fee, paid by the school. We look forward to assessing the effectiveness of this approach and its outcomes in 2017.

Launching careers with the inter-school Toolbox Challenge

Our Careers team created the "Toolbox Challenge" – an exciting new initiative designed to give trades students in furniture and engineering a real opportunity to shine. For each industry, the challenge was to build an appropriate project in the classroom for submission at the end of the year.

"The Toolbox Challenge is designed to build excitement around trade-based subjects while complementing the national curriculum. It's a fun way for students to work towards unit standards while gaining exposure to an industry-based challenge," says General Manager Marketing and Communications, Rachel Hopkins.

The competition was open to all schools in New Zealand that offer engineering or furniture subjects in years 11 to 13. Participation was rewarded with spot prizes and the winning students and respective schools shared \$10,000 worth of prizes, including tools and equipment.

The Toolbox Challenge integrated in-class learning with online exposure and credit. Students uploaded designs and images as their projects came to life over the course of the year. Final submissions required students to submit a video and online voting determined the People's Choice award.

Finalists were judged against other schools by industry professionals including representatives from Competenz. Blue Mountain College student, Tom Hancox, took out the furniture section, as well as the People's Choice award. The top prize in the engineering section went to Rangitoto College student, James Thompson.

The Toolbox Challenge exemplifies Competenz's Learning Journey principles of excite, onboard, learn, achieve and accelerate. According to West Otago's Blue Mountain College the initiative did more than create an individual winner. Materials, technology and design teacher, Martin Murrell says, "along with Tom's design, his year 11 class made clocks and also set up a production line working in small groups manufacturing Cape Cod chairs that have been sold to raise money to buy new tools for the workshop".

Rachel Hopkins sums it up, "These kids are the future of New Zealand trade, and we're determined to work with them and our industries to create the best support network possible. I would like to congratulate the winners of the Challenge, and all students who participated in the competition."



James Thomas –
First place Engineering



Tom Hancox –
First place Furniture and
winner of People's Choice



**GOT A
TRADE?**
**GOT IT
MADE!**™

Bree Scott Got a Trade? Got it Made! ambassador

Growing our audience with Got a Trade? Got it Made!

Got a Trade? Got it Made! went from strength to strength in 2016, gaining momentum with increased coverage, sponsorship and sign-ups.

In 2016 the campaign ran over a period of six weeks in August and September, including focussed activity in Got a Trade Week 22 – 26 August 2016. Ongoing social media and an event, Big Bus Tours, also ran throughout 2016 continuing to build awareness, following the inaugural event in 2015.

Overall, in 2016

- » More than 1,700,000 people saw Got a Trade on television
- » More than 913,000 people heard Got a Trade on radio
- » More than 500,000 saw us online
- » And, we showcased industry to more than 2,000 young people and their teachers across two days nationwide.

In 2016 Competenz ran a complementary campaign focused specifically on our industries. This leverage campaign was delivered digitally through both paid and organic marketing and a corresponding email marketing campaign.

Our direct campaign achieved the following results

- » Competenz industries received the highest referral rate of any ITO website through the Got a Trade campaign
- » Generated leads reached 1,469
- » Of these, 860 were interested in engineering or refrigeration and air conditioning. Baking and forestry also featured highly
- » Over 8,600 users accessed campaign landing page
- » Email marketing was well received with an average open rate of 63.69% and a click through rate (CTR) of 19.93%.

Got a Trade? Got it Made! Future leader – Bree Scott

Bree Scott, a Got a Trade? Got it Made! Ambassador has been a shining example of the kinds of support Competenz provides and how we can contribute to life-long achievement.

Not only have we supported her throughout her apprenticeship (completed in 2014), we've seen her aspirations come to fruition, winning the Young Bread Baker of the Year award in that same year. Since then, Bree has made great use of her win; travelling to Australia for inspiration and ultimately investing in essential equipment to start her own business, Glamour Cake.

In 2016, Bree was one of our stand-out ambassadors for Got a Trade? Got it Made! Week, featuring prominently in our marketing. She attended the Future Business Leader's Forum where ten of the top apprentices from participating ITOs were invited to the day-long forum themed, Future You.

Bree's story of success is a shining example of our Learning Journey principles of excite, onboard, learn, achieve and accelerate and we've been privileged to support her continued journey.

Bree's love of learning, passion and outgoing personality has brought her a number of offers of support, including 18,000 facebook followers.

"It's my passion and right now, I'm focused on getting the right situation for me. I love creating new cakes and I love being able to speak to customers and get their reactions. I'd be open to taking on a keen apprentice down the track but for now, it's about doing things my way and learning as much as I can."

She's currently looking for the ideal premises to set up Glamour Cake at a stand-alone premises. We can't wait to see the impact she has in future and wish her every success as she continues to build a thriving career.

Summary financial statements

Competenz Trust

For and on behalf of the Board who authorise the issue
of the summary financial statements on 27th April 2017



Mike Simm (Director)



Kelly Smith (Director)



Report of the independent auditor on the summary financial statements

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To the Board Members of Competenz Trust

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at 31 December 2016, the summary consolidated statement of comprehensive revenue and expense, summary consolidated statement of changes in accumulated funds and summary consolidated cash flow statement for the year then ended, and related notes, are derived from the audited financial statements of Competenz Trust for the year ended 31 December 2016. In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements.

Summary Financial Statements

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

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 27 April 2017.

Board Members' Responsibility for the Summary Financial Statements

The Board Members are responsible for the preparation of a summary of the audited consolidated financial statements of Competenz Trust in accordance with PBE FRS-43: *Summary Financial Statements*.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), *Engagements to Report on Summary Financial Statements*. Our firm carries out other assignments for Competenz Trust in the area of assurance and advisory services. The firm has no other interest in Competenz Trust.

Grant Thornton New Zealand Audit Partnership



Brayden Smith
Partner, Wellington

Chartered Accountants
Member of Grant Thornton International Ltd

Summary statement of financial position

For the year ended 31 December 2016

Assets	2016 \$000
Current assets	
Cash and cash equivalents	3,620
Short term investments	6,426
Trade and other receivables	2,199
Government grants due	104
Prepayments	414
Total current assets	12,763
Non-current assets	
Property, plant and equipment	3,291
Intangibles	4,038
Total non-current assets	7,329
Total assets	20,092
Liabilities	
Current liabilities	
Trade and other payables	3,278
Goods and services tax payable	513
Income received in advance	49
Employee leave benefits	1,328
Lease incentive	516
Total current liabilities	5,684
Non-current liabilities	
Provisions	189
Total non-current liabilities	189
Total liabilities	5,873
Net assets	14,219
Accumulated funds	
Accumulated funds	14,219
Total accumulated funds	14,219

Summary statement of comprehensive revenue and expenses

For the year ended 31 December 2016

Assets	2016 \$000
Revenue from non-exchange transactions	
Government grants	25,268
Industry Income	6,492
	31,760
Revenue from exchange transactions	
Industry income	19,285
Other revenue	354
	19,639
Total revenue	51,399
Expenses	
Training costs	9,851
Employee entitlements	29,093
Other expenses from ordinary activities	11,903
Total expenses	50,847
Net Surplus	552
Other Comprehensive income	-
Total comprehensive income for the year	552

Summary statement of changes in accumulated funds

For the year ended 31 December 2016

Assets	2016 \$000
Opening Balance	-
Funds introduced	13,667
Net surplus for the year	552
Other comprehensive income for the year	-
Closing balance	14,219

Summary statement of cash flows

For the year ended 31 December 2016

Assets	2016 \$000
Net cash flows from / (used in) operating activities	2,931
Net cash flows from / (used in) investing activities	(2,609)
Net cash provided by / (used in) financing activities	9,724
Net increase / (decrease) in cash and cash equivalents	10,046
Cash and cash equivalents at beginning of year	-
Cash and cash equivalents at end of year	10,046

Notes to the summary financial statements

The summary financial statements for Competenz Trust and its subsidiary, ATNZ, (collectively “the Group”) for the year ending 31 December 2016 were authorised for issue by the Trustees on 27 April 2017. 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 IPSAS 1: Presentation of 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. The full financial statements for the year ended 31 December 2016 were authorised for issue by the Trustees on 27 April 2016.

An unmodified 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 the International Public Sector Accounting Standards and other applicable Financial Reporting Standards, as appropriate for New Zealand not-for-profit entities.

Accounting policies have been applied on a consistent basis with the full 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. As Competenz Trust is a new reporting entity comparatives to the prior year are not applicable and are not shown in these summary financial statements or the full financial statements. The net assets acquired by Competenz Trust were treated as funds introduced and were assessed at fair value on acquisition.

New accounting standards and interpretations

The External Reporting Board (XRB) issued a new suite of accounting standards to be applied by not-for-profit Public Benefit Entities (PBEs) for periods beginning on or after 1 April 2015. These summary financial statements and the full financial statements have been prepared in accordance with these standards. The new accounting standards did not require any significant or material changes to accounting policies or interpretations adopted by Competenz Trust and the Group.

Subsequent events

There are no events after the Statement of Financial Position date.

