



ANNUAL REPORT.

2016/17

Careers New Zealand's commitment to the Treaty of Waitangi

Careers New Zealand acknowledges the special relationship accorded to Māori as tangata whenua by te Tiriti o Waitangi (the Treaty of Waitangi).

As a Crown entity, Careers New Zealand has demonstrated its commitment to the Treaty expressed through the principles of partnership, protection and participation. Underpinning these principles is the theme of embracing the aspirations of Māori achieving success as Māori. The practical actions to enact this commitment are discussed throughout the Careers New Zealand Annual Report 2016/17.

Explanatory note

Under the Education (Update) Amendment Act 2017, Careers New Zealand was disestablished and its careers functions and staff transferred to the Tertiary Education Commission from 1 July 2017. Under section 45J(3) of the Public Finance Act 1989, responsibility for the Careers New Zealand final annual report has been transferred from the Careers New Zealand Board to the Tertiary Education Commission Board of Commissioners.

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Part one:

INTRODUCTION

Chair's foreword



This annual report provides an overview of what Careers New Zealand achieved for the year ended 30 June 2017. It shows how Careers New Zealand delivered on its strategy and contributed to government priorities in the education and labour market areas. Careers New Zealand focused on:

- providing high quality, accessible careers information and resources to career seekers and their career influencers. The main focus of delivery is online, including social media, as this is increasingly the way New Zealanders, especially young people, expect to be able to access and share information
- supporting the capability of career influencers including educators, community organisations and families through workshops and other events
- improving the links between educators and employers through practical events and programmes bringing them together to share knowledge and perspectives. Many of these activities included the direct participation of students to give them experience of the workplace and the world of work.

During 2016/17, Careers New Zealand achieved high levels of customer satisfaction across its range of products and services. This ability to reach customers in ways that meet their needs is a strong base to build upon. Careers New Zealand's staff and functions were transferred to the Tertiary Education Commission on 1 July 2017. Through this the Tertiary Education Commission acquired wider networks for improving connections between tertiary education organisations, employers and schools. The trusted Careers New Zealand brand and online presence will enable the Tertiary Education Commission to reach more New Zealanders with improved information about education and career pathways.

I want to acknowledge the previous board members and staff of Careers New Zealand who contributed to the organisation for over 25 years. The good work presented in this report is also a reflection of the outgoing board members who ensured Careers New Zealand maintained their commitment and delivery of careers services to New Zealanders during a period of significant change to their organisation.

During 2017/18, the Tertiary Education Commission will review and reshape careers products and services to better meet the needs of customers and align with its functions. This is an opportunity to build upon and learn from the past. Working with partners and stakeholders we can develop a more cohesive, co-ordinated and effective careers system for New Zealand.

Finally, the Productivity Commission report *New models of tertiary education* represents an opportunity to refine the tertiary education system. The role of careers information and engaged, informed students is prominent in the report, as is better meeting the needs of industry and employers. Government's response to the report in July 2017 represents an ambitious and exciting policy agenda for the Tertiary Education Commission, our partners and our colleague agencies in the coming years. I am looking forward to the challenges and opportunities that lie ahead, and am confident that the Tertiary Education Commission is in a strong position to ensure New Zealand's future success.

A handwritten signature in black ink, appearing to read 'Nigel Gould', written over a thin horizontal line.

Nigel Gould
Board Chair

Tertiary Education Commission

4 September 2017

Chief executive's message

It is my pleasure to introduce the Careers New Zealand Annual Report 2016/17. This is the final annual report of Careers New Zealand, as responsibility for careers functions transferred to the Tertiary Education Commission on 1 July 2017.

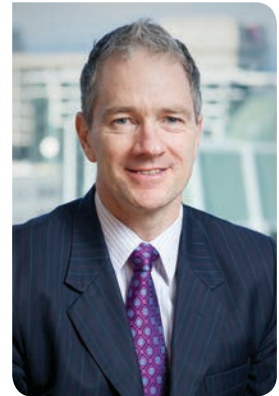
During the past year, Careers New Zealand staff have maintained high-quality delivery of products and services while also focusing on the practicalities and logistics of the merger into the Tertiary Education Commission. This report shows Careers New Zealand achieved well against its performance targets and maintained or improved high levels of customer satisfaction. Careers New Zealand continued to reach many New Zealanders, career seekers and career influencers, and make a positive difference for them.

During 2016/17, Careers New Zealand played a leading role in the development of the Employability Skills Framework and continued to improve the quality and range of its online information and usability, especially for young users of mobile technology. It also developed relationships and implemented new initiatives with partners to give young people direct access to employers in key industries. It maintained a focus on developing the skills of its leaders and building the Māori and Pasifika cultural competency of the whole organisation.

Two legislative compliance issues arose for Careers New Zealand in the latter part of the year. A breach of the Crown Entities Act 2004 was of short duration and made in good faith in the performance of Careers New Zealand functions. The second regarded compliance of historical payroll processes with the Holidays Act 2003. These were both initially managed by Careers New Zealand leadership and responsibility for resolution was passed to the Tertiary Education Commission. Since then, appropriate processes have been implemented to maintain a high standard of legislative compliance in the new operating environment.

The transfer of Careers New Zealand into the Tertiary Education Commission marks an important point in the development of a more integrated, co-ordinated and effective careers system for New Zealand. Careers New Zealand's connections and networks with customers are a valuable asset for the Tertiary Education Commission, as is the Careers New Zealand brand and online presence. I am confident that the combined skills and capability within the Tertiary Education Commission will ensure that New Zealanders at all stages of their lives are equipped with the knowledge and skills they need for lifelong success.

I would like to thank the board and staff of Careers New Zealand for their contribution in 2016/17.



A handwritten signature in black ink, appearing to read 'Tim Fowler', with a stylized flourish at the end.

Tim Fowler
Chief Executive
Tertiary Education Commission

4 September 2017

Operating context

The changing world of work

Rapid technological change and globalisation are changing the nature of education, work and business. A key part of Careers New Zealand's strategy has been communicating to young people the kinds of skills and attributes that will help them succeed, particularly those transferable skills and attitudes that will equip them for lifelong learning in a 21st century context.

Transfer of careers functions to the Tertiary Education Commission

In May 2017, the Education (Update) Amendment Act 2017 was passed, which included the amendment and transfer of careers functions to the Tertiary Education Commission on 1 July 2017. This was an outcome of the careers system review, and combines the strengths and relationships of both organisations to make a more effective careers system for New Zealand. Throughout 2016/17, Careers New Zealand worked closely with the Tertiary Education Commission to ensure a smooth transfer of staff, resources and functions.

The announcement of the intended merger in May 2016 focused Careers New Zealand's work in 2016/17 on preparing for an effective transition of functions, systems and staff into the Tertiary Education Commission while continuing to deliver against its statement of performance expectation targets.

Contributing to government priorities

Careers New Zealand's work has been informed and guided by wider government priorities and strategies relevant to transitions in education and employment. The Government's Business Growth Agenda and Better Public Service goals have been important for Careers New Zealand's work, especially the aspects on boosting skills and employment, reducing long-term welfare dependence and improving citizens' interactions with government. Careers New Zealand has been active in the Skilled and Safe Workplaces workstream of the Business Growth Agenda. As a part of the education sector, Careers New Zealand's work has been informed by, and supports the implementation of, wider education strategies such as the Tertiary Education Strategy. Auckland and Christchurch are key geographic focuses, reflecting the economic and demographic importance of the areas.

Careers New Zealand's strategy

During 2016/17, customers remained at the heart of Careers New Zealand's strategy, as expressed in its 2015 statement of intent. Careers New Zealand's central purpose was helping people make informed learning and work choices, so they, and the country, will have a better future. Careers New Zealand worked to support the career success of all New Zealanders, especially young people, Māori and Pasifika.

Good career decisions have a positive flow-on effect for individuals, whānau, 'āiga, families and communities, as well as for business productivity and the economy. By helping New Zealanders get the information they need about skill gaps, employment growth areas and relevant education opportunities, Careers New Zealand in turn supported the labour market needs of employers.

Careers New Zealand's strategy consisted of three interrelated elements:

1. Developing new and existing digital tools and resources to help people make informed learning and work.
2. Delivering professional development services for those influencing other people's career choices, to help them provide informed career support.
3. Connecting educators and employers to improve career pathways at important transition points in people's learning and work lives.

These three elements are underpinned by a responsibility to improve outcomes for Māori and Pasifika.

Careers New Zealand prioritised reaching young New Zealanders 11-24 years old, particularly Māori and Pasifika and those from lower socio-economic backgrounds. Careers New Zealand also prioritised activities in Auckland and Christchurch, and focused on five key industries: information technology, agribusiness, health, engineering and science.

Careers New Zealand continued to deliver information and services as digital by default, using the most effective channels to engage with people.

Part two:

IMPACT AND ACHIEVEMENTS

Impact in 2016/17

Careers New Zealand's central purpose has been helping young New Zealanders make informed learning and work choices so they, and the country, will have a better future. To achieve Careers New Zealand's purpose, young New Zealanders, particularly Māori and Pasifika, needed to know about Careers New Zealand and trust it to deliver clear, impartial and accurate information.

Nielsen was contracted to repeat the trust and awareness survey it has undertaken for the past two years. It is an important survey for understanding public perception of the Careers New Zealand brand, outside of those who attend workshops or use the Careers New Zealand website.

The survey found that 50 percent of respondents knew about Careers New Zealand and, of those, 48 percent had had an interaction with the organisation in the past year. 88 percent responded positively that Careers New Zealand is a trusted organisation. 84 percent rated Careers New Zealand as a provider of expert advice, and 86 percent rated

Careers New Zealand as a provider of impartial advice.

The survey also showed that Careers New Zealand's work has influenced people's decisions: 64 percent of people responded that Careers New Zealand had influenced their study or work choices, but this influence increases to 81 percent of respondents who are currently in study or training. Overall, 43 percent of those who have used Careers New Zealand's tools and resources responded that these had made a significant difference in their study, training or work choices.

Career management competencies are a framework describing the skills, knowledge and attributes young people need to make informed learning and work choices. The framework was piloted by Careers New Zealand in 2015/16 to assess the overall impact of careers interventions on the career management competencies of young New Zealanders. In 2016/17, it was decided not to develop the approach further or undertake a repeat survey due to consideration of the transfer of functions to the Tertiary Education Commission and a shift of resources to employability skills.

IMPACT: A significant improvement in the ability of young New Zealanders, especially Māori and Pasifika, to make informed learning and work choices

Measure	Target	Result
Increase in career management competency, particularly for priority groups	Monitor trend line	Not assessed due to consideration of the transfer of functions to the Tertiary Education Commission and a shift of resources to employability skills

In 2016/17, Careers New Zealand made good progress against its strategic priorities of:

- more New Zealanders, particularly in priority groups, accessing its digital tools and resources
- more New Zealanders, particularly in priority groups, reached by its work with employers and career influencers in schools, the community, whānau, 'āiga and families
- increased levels of satisfaction with all its products and services by all users, including employers and career influencers.

IMPACT: More New Zealanders, particularly in priority groups, access Careers New Zealand’s digital tools and resources

Measure	Target	Result
Increase in the number of New Zealand-based web visits to the Careers New Zealand website	4.4 million	4.45 million There were 4.45 million New Zealand-based web visits in the year ending 30 June 2017, an increase of over 200,000 visits from last year

IMPACT: More New Zealanders, particularly in priority groups, reached by Careers New Zealand’s work with employers and career influencers in schools, the community, whānau, 'āiga and families

Measure	Target	Result
Number of education providers participating in Careers New Zealand’s capability-building programmes	350	442 442 education providers participated in capability-building programmes: • 372 schools • 70 tertiary organisations
Number of young people reached through Careers New Zealand’s capability-building programmes to Year 7-13 schools	Monitor trend	✓ The total roll of Year 7-13 schools worked with in Careers New Zealand’s capability-building programmes was 238,064 students. This represents 58% of all Year 7-13 students

IMPACT: Increased levels of satisfaction with all Careers New Zealand products and services by all users, including employers and career influencers

Measure	Target	Result
Percentage of users who agree the Careers New Zealand website is easy to use	80%	80% 80% of website users agreed the Careers New Zealand website is easy to use
Percentage of users who agree the content on the Careers New Zealand website is easy to understand	80%	85% 85% of website users agree the content on the Careers New Zealand website is easy to understand

Measure	Target	Result
Percentage of users who agree the Careers New Zealand website is relevant to their needs	80%	79% 79% of users agreed the Careers New Zealand website was relevant to their needs
Percentage of users from priority groups who agree the content on the Careers New Zealand website is relevant to their needs	80%	79% 79% of website users from priority groups agreed the content on the Careers New Zealand website is relevant to their needs
Percentage of users who agree Careers New Zealand's online quizzes and tools improved their understanding of their learning and/or work choices	Establish baseline	77% of users agreed Careers New Zealand's online quizzes and tools improved their understanding of their learning and/or work choices Baseline established
Percentage of participating education providers satisfied the capability-building programmes have helped improve the quality of their career education provision	85%	90% 90% of schools and tertiary education organisations agreed Careers New Zealand's career development support was useful
Percentage of whānau, 'āiga, families, community groups and organisations (including Māori organisations) satisfied the programme helped them better support young people's success in work and learning	85%	90% 90% of whānau, 'āiga, families, community groups and organisations (including Māori organisations) agreed Careers New Zealand's career development support was useful
Percentage of career influencers reporting Careers New Zealand's online resources provided tools and activities useful for them assisting others	75%	86% 86% found Careers New Zealand's tools and activities very or extremely useful
Percentage of participating schools that agree Careers New Zealand's initiatives have been effective in improving connections between education and employment	80%	79% 79% of educators agreed participating in a Careers New Zealand initiative helped improve their connections with employers
Percentage of participating employers/employment organisations that agree Careers New Zealand's initiatives have been effective in improving connections between education and employment	80%	88% 88% of employers agreed participating in a Careers New Zealand initiative helped improve their connections with educators
Percentage of participating young people who agree Careers New Zealand's initiatives have improved their ability to make learning and work choices	75%	85% 85% of young people agreed participating in a Careers New Zealand initiative helped their ability to make learning and work choices

Significant achievements in 2016/17

Employability Skills Framework

The Employability Skills Framework is a list of the behaviours, attitudes, beliefs and personal qualities that employers expect in the workplace. It is aimed at young people entering employment for the first time but is useful for all career seekers, particularly those re-entering the workforce. It is presented in simple, easy-to-understand language.

Careers New Zealand led the development, testing and socialisation of the framework on behalf of the Pathway Advisory Group and in collaboration with a variety of agencies.¹ The framework draws on several New Zealand and international skills-based frameworks. It was tested in September and October 2016 with a sample of students, educators and employers across the country to confirm that it includes the right employability skills and the language used is appropriate for this broad audience. It was launched on 28 February 2017.

Careers New Zealand began incorporating the framework into its information, resources and services, including workshops and advice pages on careers.govt.nz. This links with other practical research Careers New Zealand undertook to understand employers' attitudes and perceptions about engaging with young people.

New Zealand Young Farmers' Get Ahead Experience Days collaboration

As part of its strategic focus on education-to-employment connections, Careers New Zealand collaborated with New Zealand Young Farmers on Get Ahead Experience Days. These were delivered in 10 locations from Auckland to Winton with over 900 students from more than 100 schools. The events enabled students from urban schools to explore the range of opportunities available in primary industry, focusing on the supply chain from "pasture to plate".

The collaboration strengthened the career development component of the initiative. Careers New Zealand worked closely with New Zealand Young Farmers throughout the planning, marketing and delivery of the events. The practical, interactive activities on the day included modules run by rural businesses, as well as contact with young professionals and exploration of employment and study options with Careers New Zealand staff.

Career development benchmarks alignment with Practising Teacher Criteria

In 2016/17, Careers New Zealand worked with the Education Council of Aotearoa New Zealand to enable better career development provision in schools by aligning the career development benchmarks with the Practising Teacher Criteria. This alignment will empower educators to incorporate career development best practice into their teaching, thereby better preparing students for further education, training and employment.

The career development benchmarks outline best practice for career development for Year 7 and 8, secondary and tertiary learners, including tools for organisational self-review and improvement. They support a dynamic model of career development involving an organisation-wide approach to better reflect the realities of life, learning and work today. The Practising Teacher Criteria are a set of criteria for quality teaching to be met by all fully certificated teachers in New Zealand.

A short guide was developed collaboratively by Careers New Zealand and the Education Council to assist teachers to understand the synergies and connections between the criteria and indicators in the two frameworks. Educators can access this guide on the Education Council's website.

¹ Agencies that collaborated on the draft Employability Skills Framework included Ministry of Business, Innovation and Employment, Ministry of Education, Tertiary Education Commission, industry training organisations, BusinessNZ, Secondary Principals' Association of New Zealand, Post Primary Teachers' Association, Ministry of Social Development, Department of Corrections, COMET Auckland and tertiary education providers.

Using social media to reach priority audiences

As part of its digital strategy, Careers New Zealand continued to build its social media presence. Social media is an increasingly important channel for engaging with young people and their whānau, āiga and families.

Through a strategic approach, Careers New Zealand's social media reach and engagement continued to grow. On Twitter, followers increased by 12 percent on 2015/16's total to reach 5,433 people at 30 June 2017. Engagement with Twitter posts increased by 522 percent in 2015/16.² On Facebook, the number of people that like the Careers New Zealand page increased by 19 percent to 19,107, and engagement with posted content increased by 14.8 percent from 2015/16.³ The Nielsen trust and awareness survey found that 6 in 10 people using Careers New Zealand's social media sites found them useful for getting the information and/or advice they needed.

In addition to the main Careers New Zealand social media accounts on Twitter and Facebook, social media channels were used to distribute digital content such as the Māia and Oompher video series. Māia is a video series that goes behind the scenes of Māori businesses to give rangatahi advice about employability skills and raise awareness of opportunities in the growing Māori economy. Series one of the Māia videos was launched on 1 June 2016 and received 40,000 views in the first four weeks. A second series of Māia videos was produced by Careers New Zealand in 2017 for launch by the Tertiary Education Commission in 2017-2018.

The Oompher videos are targeted at New Zealanders aged 13-25, with a focus on priority audiences of young Māori and Pasifika. The first Oompher video web series was launched in August 2016 through the Oompher Facebook, Twitter and YouTube channels. This first series was watched over one million times on Facebook and YouTube. A second series of Oompher videos was launched in May 2017 and had reached over 500,000 views by 30 June 2017. The videos use a "for youth, by youth" format that helps inspire young New Zealanders on their career pathways. The interviewees are selected to be appealing to young audiences. Their specific experiences highlight the skills and competencies they have used to develop and shape their own career journey, in turn helping other young people's career decision making across any industry.

Upgrade to interactive digital tools and website user accounts

Following the 2015 launch of its mobile-responsive website, Careers New Zealand completed a major upgrade in 2016/17 of two of the most popular interactive tools, CareerQuest and Subject Matcher, and the website user accounts.

The upgraded tools suggest job ideas with links to further information. The CareerQuest tool suggests jobs based on an exploration of interests, while Subject Matcher uses the subjects a learner enjoys. These tools are now mobile responsive, providing a better experience for the growing number of New Zealanders accessing careers.govt.nz from mobile devices. Subject Matcher has also had an option added for exploring job options based on the qualification level the user wants to attain.

A new area has been added to the website account interface, which features a personalised dashboard where the user can see their tool results, recommended tools for completion and featured content relevant to their career stage.

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- 2 Twitter engagement refers to users replying to, retweeting, retweeting with comment and/or liking tweets.
 - 3 Facebook engagement refers to users reacting to, commenting on and/or sharing posts.

Migrant Futures – Work Connect

The Migrant Futures – Work Connect programme is funded by the Ministry of Business, Innovation and Employment to support the New Zealand Migrant Settlement and Integration Strategy.

The programme works with skilled migrants not in employment, international students with a Level 7 qualification or above seeking work in areas of absolute skills shortage, and partners of skilled migrants. The programme supports clients in developing career management competencies that will equip them to find, remain and progress in employment. It takes into consideration cultural or language issues the client may be facing. Each client in the programme works with staff for up to 10 hours of support, in one-to-one and group sessions.

In 2016/17, over 300 clients participated in an Auckland-based pilot of the programme. Following the success of the pilot, the number of clients worked with in Auckland will be increased and the programme will be delivered in Hamilton, Wellington and Christchurch. The programme is being continued and expanded in 2017/18 by the Tertiary Education Commission.

Part three:

THE ORGANISATION

Organisational health and capability

Monitoring organisational trust and awareness

To achieve its strategic intentions, Careers New Zealand worked to increase trust and awareness of its information, tools and resources among key audiences, particularly with young Māori and Pasifika. This was monitored through a trust and awareness survey (see page 8).

Measure	Target	2016/17 result
Awareness of Careers New Zealand	Increase in baseline from the results in the 2014/15 annual report: <ul style="list-style-type: none"> • Careers New Zealand is known by 54% of all New Zealanders • Careers New Zealand is known by 70% of our priority group of young New Zealanders aged 15-24 	Careers New Zealand is known by 50% of all New Zealanders Careers New Zealand is known by 62% of our priority group of young New Zealanders aged 15-24
Trust in Careers New Zealand	Increase in baseline from the results in the 2014/15 annual report: <ul style="list-style-type: none"> • 84% of New Zealanders who know about Careers New Zealand trust its information and advice 	88% of New Zealanders who know about Careers New Zealand trust its information and advice

Workforce

The skills and experience of Careers New Zealand's staff have driven the quality of its products and services. The career expertise of its staff has been recognised nationally and internationally. In 2016/17, staff delivered presentations at national conferences, and the organisation remained an active member of the international network on career development policy, research and practice.

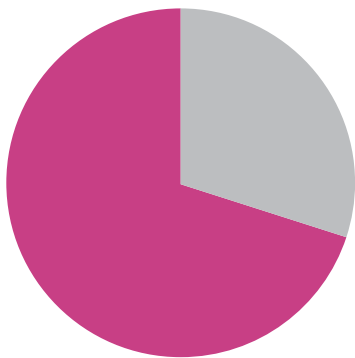
Measure	Target	2016/17 result
Turnover	<20%	23%
Staff engagement	Increase in baseline from the results in the 2014/15 annual report	As a result of the decision to move Careers New Zealand into the Tertiary Education Commission, it was decided not to undertake the staff engagement survey in 2016/17
Strategy	Increase in baseline from the results in the 2014/15 annual report	As a result of the decision to move Careers New Zealand into the Tertiary Education Commission, it was decided not to undertake the staff engagement survey in 2016/17
Investment in staff	Continued implementation of leadership development programme Introduce programme to increase Māori and Pasifika cultural competency and include competencies in performance agreements	Leadership development was continued for third tier managers, including a hui focusing on change leadership Implementation of specific cultural competency programmes continued, with all staff offered opportunities to increase their cultural competency. Opportunities included in-depth classes, workshops and online learning
Health and safety	Implement zero-harm health and safety strategy	Zero-harm health and safety strategy implemented

Workforce profile

Careers New Zealand had 107 staff members as at 30 June 2017.

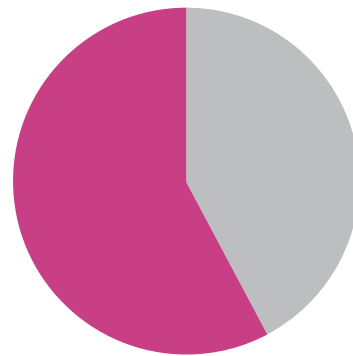
One hundred and seven

STAFF MEMBERS



70% Female
30% Male

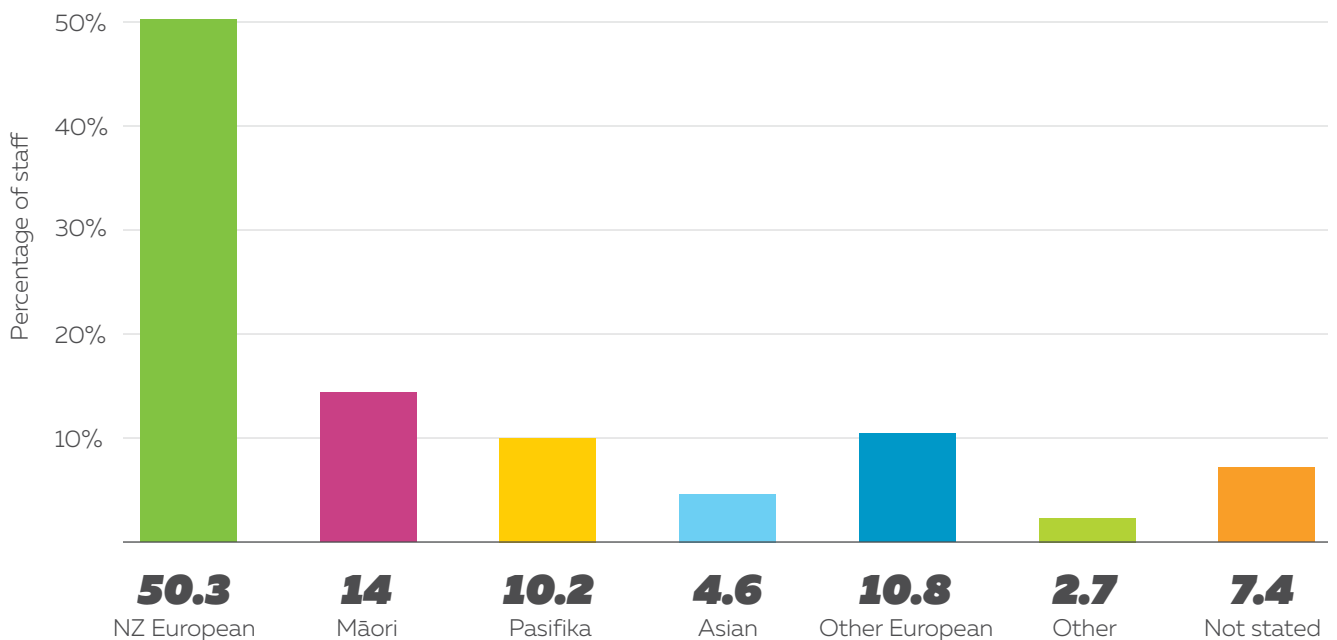
Gender distribution of staff



57% Female
43% Male

Gender distribution of management (SLT and Tier 3)

Ethnic diversity of staff



Good employer

Careers New Zealand has been committed to meeting the requirements of section 118 of the Crown Entities Act 2004 to be a good employer and embedding the principles of equal employment opportunities.

In 2016/17, Careers New Zealand's focus was providing change support for staff ahead of the transfer to the Tertiary Education Commission. A number of activities and initiatives were undertaken to support staff, including leadership development opportunities for all staff, maintaining flexible work practices and carrying out the annual remuneration review process with union representatives. Appendix B provides a complete overview of the activities and initiatives Careers New Zealand has undertaken to support the seven good employer criteria.

Health and safety

Careers New Zealand has been committed to meeting its obligations under the Health and Safety at Work Act 2015 and all other relevant legislation and regulations. In 2016/17, there were three significant incidents at Careers New Zealand, with one resulting in a staff member being injured. All incidents were investigated and resolved appropriately.

To promote health and wellbeing, Careers New Zealand provided a range of support for staff, including an employee assistance programme, workstation assessments, influenza vaccinations, two wellness initiatives, eye care subsidies and a programme of change support activities and resources.

Risk management

Careers New Zealand has taken an active approach to risk management within the framework of ISO 31000:2009. Identifying and managing risk was the responsibility of all staff in their specific roles. Management and the senior leadership team ensured risks and issues were identified and evaluated, and effective and timely mitigations put in place. Once identified, risks were monitored through a monthly review process, and reflected in a risk and issues register.

Two issues relating to legislative compliance arose in 2016/17. One issue arose with a breach of the Crown Entities Act 2004. The breach was of short duration and made in good faith in the performance of Careers New Zealand's functions. The Tertiary Education Commission has worked with Careers New Zealand through processes for managing appropriate disclosures.

The other issue regarded compliance of historical payroll processes with the Holidays Act 2003. Full resolution of this issue has been transferred to the Tertiary Education Commission, including financial provisions as outlined in the financial statements in this report.

Lifting organisational capability

In 2016/17, key priorities for lifting organisational capability were:

- increased capability to provide effective services for Māori and Pasifika
- improved information and communications technology capability and capacity.

Increased capability to provide effective services for Māori and Pasifika

A key priority for the organisation in 2016/17 was improving internal capacity and capability to ensure Careers New Zealand is responsive to Māori and Pasifika. Te Mana Pou Tuarongo, the Māori staff network, and Vā Pasifika, the Pasifika staff network, played an active role in strategy, performance measurement, key performance indicators and service development. The chairs of these staff networks were members of the senior leadership team and oversaw organisational responsiveness to Māori and Pasifika.

Careers New Zealand used a cultural competency framework to provide a robust and supportive process for all staff to assess their level of competence, and help identify opportunities for improvement. Implementation was started in 2015/16 and continued in 2016/17 with all staff being provided the opportunity to develop their cultural competency through in-depth programmes, workshops and online learning.

Improved information and communications technology capability and capacity

Increasing the capability and capacity of information and communications technology (ICT) systems continued to be an essential part of Careers New Zealand's ability to deliver its services. Work continued to develop the maturity of ICT capability and capacity, to be more ITIL-aligned⁴ and introduce better reporting and service level agreements. In 2016/17, Careers New Zealand continued to work on increasing capability alongside preparations for the shift to Tertiary Education Commission systems in July 2017.

This work included a project to replace Careers New Zealand's current customer relationship management system with a new system, Dynamics 365. Careers New Zealand worked closely with the Tertiary Education Commission to align Dynamics 365 with their systems. This new system will improve the Tertiary Education Commission's ability to identify and meet customers' needs, and provide business intelligence benefits. The system went live in July to coincide with the transfer of the careers function to the Tertiary Education Commission.

Careers New Zealand's electronic records were reviewed and relocated into a new drive with a refreshed taxonomy. This improved compliance with the Public Records Act 2005, records system efficiency and electronic storage costs, and provided an accessible knowledge library containing Careers New Zealand's intellectual property. This work also helped prepare the records for transfer to Tertiary Education Commission systems in July 2017.

Careers New Zealand's main website careers.govt.nz was moved to the All of Government Common Web Platform. This move has provided a more robust and secure environment for the high volume of traffic, and more closely aligned Careers New Zealand's web presence with the sector's ICT strategy.

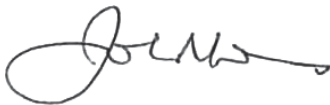
Technology was used to work better as one organisation across all of Careers New Zealand's office locations. Video conferencing equipment was installed in five of Careers New Zealand's offices in 2016/17, which also had the benefit of reducing the amount of travel required. An online learning platform, Bridge, was used to deliver te reo Māori learning to staff across all locations.

⁴ Information technology infrastructure library, a set of practices for ICT service management.

Statement of responsibility

- Pursuant to section 45J of the Public Finance Act 1989 the Minister of Finance has transferred the responsibility for preparing the final Careers New Zealand annual report to the Tertiary Education Commission.
- In terms of the Public Finance Act 1989, the Tertiary Education Commission Board of Commissioners is responsible for the preparation of Careers New Zealand financial statements and statement of service performance, and for the judgements made in them.
- We confirm that Careers New Zealand established and maintained a system of internal control designed to provide reasonable assurance as to the integrity and reliability of Careers New Zealand's financial and non-financial reporting.
- In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of Careers New Zealand for the year ended 30 June 2017.

Signed on behalf of the board:



John Morris
Commissioner
Tertiary Education Commission

4 September 2017



Phil O'Reilly
Commissioner
Tertiary Education Commission

4 September 2017

Independent auditor's report

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

**To the readers of
Careers New Zealand Group's financial statements and performance
information for the year ended 30 June 2017**

The Auditor General is the auditor of Careers New Zealand group (the Group). The Auditor General has appointed me, Clint Ramoo, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information, of the group on his behalf.

Opinion

We have audited:

- the financial statements of the Group on pages 34 to 55, that comprise the statement of financial position as at 30 June 2017, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Group on pages 8 to 10 and 26 to 32.

In our opinion:

- the financial statements of the Group on pages 34 to 55, that are prepared on a disestablishment basis:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2017; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.
- the performance information on pages 8 to 10 and 26 to 32:
 - presents fairly, in all material respects, the Group's performance for the year ended 30 June 2017, including:
 - for each class of reportable outputs:
 - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
 - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year; and
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 4 September 2017. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we highlight the financial statements are prepared on a disestablishment basis, we outline the responsibilities of the Tertiary Education Commission Board of Commissioners (the Board) and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Emphasis of matter - the financial statements are appropriately prepared on a disestablishment basis

Without modifying our opinion, we draw your attention to the basis of preparation section of the accounting policies on page 38, and the disclosure in Note 20 on page 54 about the financial statements being prepared on a disestablishment basis. This is because the Education (Update) Amendment Act 2017 (the Act) dissolved Careers New Zealand on 1 July 2017, and transferred its functions to the Tertiary Education Commission (the Commission). The Act has vested the assets and liabilities of Careers New Zealand in the Commission. We consider the disestablishment basis of the preparation of the financial statements and the related disclosures to be appropriate to the Group's circumstances.

Basis for our opinion

We carried out our audit in accordance with the Auditor General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board for the financial statements and the performance information

The Board is responsible on behalf of the Group for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Board is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and performance information, the Board is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Group, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Crown Entities Act 2004.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statement and the performance information, our procedures were limited to checking that the information agreed to the Group's statement of performance expectations.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within the Group's framework for reporting its performance.
- We conclude on the appropriateness of the use of the disestablishment basis of accounting by the Board. We are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information about the disestablishment basis of preparation or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to continue operating as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the financial statements and the performance information of the entities or business activities within the Group to express an opinion on the consolidated financial statements and the consolidated performance information. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 6, 11 to 13, 15 to 19, and 57 to 61, but does not include the financial statements and the performance information, and our auditor's report thereon.

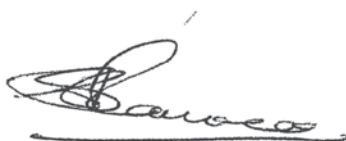
Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in the Group.



Clint Ramoo
Audit New Zealand

On behalf of the Auditor-General
Wellington, New Zealand

Part four:

PERFORMANCE

Statement of performance

Performance measurement

In 2016/17, Careers New Zealand's performance measurement focused on:

- delivering digital and online tools
- working with career influencers
- connecting education and employment.

Career management competency

Career management competencies are a framework describing the skills, knowledge and attributes young people need to make informed learning and work choices. In 2015/16, Careers New Zealand piloted an approach to assess career management competencies. In 2016/17, it was decided not to develop the approach further or undertake a repeat survey due to consideration of the transfer of functions to the Tertiary Education Commission and a shift of resources to employability skills.

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Increase in career management competency, particularly for priority groups	Methodology piloted and baselines set	Monitor trend	Not assessed due to consideration of the transfer of functions to the Tertiary Education Commission and a shift of resources to employability skills

Digital and online services

Digital and online services were Careers New Zealand's primary ways of connecting with users in 2016/17 and will remain critical to improving reach and influence in the Tertiary Education Commission.

In 2016/17, Careers New Zealand's digital and online services included:

- self-help career information and tools, including the Careers New Zealand website, accessed through increasingly personalised experiences and via mobile devices
- direct advice to individuals through phone, web chat, social media and text message
- self-help career information and tools.

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Number of New Zealand-based web visits to the Careers New Zealand website	4.24 million	4.4 million	ACHIEVED There were 4.45 million New Zealand-based web visits in the year ending 30 June 2017
Availability of the Careers New Zealand website per quarter	≥99.5% of the time each quarter	≥99.5% of the time each quarter	ACHIEVED The website was available 99.95% of the time
Percentage of users who agree the Careers New Zealand website is easy to use	80%	80%	ACHIEVED 81% of users agreed the Careers New Zealand website was easy to use
Percentage of users who agree the content on the Careers New Zealand website is easy to understand	New measure	80%	ACHIEVED 85% of users agreed that the content on the Careers New Zealand website was easy to understand
Percentage of users who agree that the content on the Careers New Zealand website is relevant to their needs	78%	80%	WITHIN 5% OF TARGET 79% of users agreed that the content on the Careers New Zealand website was relevant to their needs
Percentage of users from priority groups who agree that the content on the Careers New Zealand website is relevant to their needs	79%	80%	WITHIN 5% OF TARGET 79% of users from priority groups agreed that the content on the Careers New Zealand website was relevant to their needs
Percentage of users who agree that Careers New Zealand's online quizzes and tools improved their understanding of their learning and/or work choices	New measure	Establish baseline	ACHIEVED 77% of users agreed that Careers New Zealand's online quizzes and tools improved their understanding of their learning and/or work choices

Delivering support for career influencers

Careers New Zealand worked with career influencers to drive improved career development programmes and practice, and build connections between education and the world of work. A priority in this work was reaching career influencers who work with priority groups, including Māori, Pasifika and learners from low socio-economic backgrounds.

In 2016/17, Careers New Zealand's work with career influencers provided:

- support to schools and tertiary education organisations
- support to other groups and organisations (including iwi, NGOs, government departments, community organisations and ITOs)
- capability-building assistance for whānau, 'āiga and families.

Career development support for schools and tertiary education organisations

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Percentage of Year 7-13 schools actively using the career development benchmarks	73% of schools surveyed had completed a self-review of their school or organisation based on the career development benchmarks 72% of those who have completed a self-review have already begun implementing, or have implemented, changes following their self-review	Monitor trend	80% of schools surveyed had completed a self-review of their school or organisation based on the career development benchmarks 73% of those who have completed a self-review have already begun implementing, or have implemented, changes following their self-review
Deliver online resource packages for Rangatahi Futures and Malaga	New measure	Roll-out completed	ACHIEVED Digitalisation of resources was completed in August 2016 for Rangatahi Futures and March 2017 for Malaga These resources can now be accessed by participating schools around the country
Number of education providers participating in Careers New Zealand capability-building programmes	465	350	ACHIEVED 442 education providers participated in capability-building programmes: • 372 schools • 70 tertiary organisations

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Percentage of participating education providers satisfied that the capability-building programmes have helped improve the quality of their career education provision	83%	85%	ACHIEVED 90% of schools and tertiary education organisations agreed that Careers New Zealand's career development support was useful ⁵
Number of young people reached through Careers New Zealand's capability-building programmes to Year 7-13 schools	210,224	Monitor trend	The total roll of the Year 7-13 schools worked with through Careers New Zealand's capability-building programmes was 238,064 students. This represents 58% of all Year 7-13 students

Capability building with whānau, 'āiga and families (including in partnership or collaboration with other agencies), community groups and organisations (including Māori organisations)

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Number of whānau, 'āiga, families, community groups and organisations (including Māori organisations) supported through capability-building programmes	347 whānau, 'āiga and families 72 community groups and organisations ⁶	325	ACHIEVED 518 whānau, 'āiga, families, community groups and organisations (including Māori organisations) were supported through capability-building programmes: · 439 whānau, 'āiga and families · 79 community groups and organisations
Percentage of whānau, 'āiga, families, community groups and organisations (including Māori organisations) that are satisfied that the programme helped them better support young people's success in work and learning	96% of whānau, 'āiga and families, and 100% of community groups and organisations (including Māori organisations) agreed that the programme helped them better support young people's success in work and learning ⁷	85%	ACHIEVED 90% of whānau, 'āiga, families, community groups and organisations (including Māori organisations) agreed the programme helped them better support young people's success in work and learning

5 The question asked to measure this was: "How satisfied are you that participating in the programme has helped to improve the quality of your career education provision?"

6 Numbers for these two groups were reported on as separate measures in 2015/16.

7 Satisfaction for these two groups was reported on as separate measures in 2015/16.

Digital tools and resources for career influencers

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Use of Careers New Zealand's online resources for career influencers	93%	Monitor trend	ACHIEVED 88% of the career influencers surveyed had used the tools and activities on the Careers New Zealand website
Percentage of career influencers reporting Careers New Zealand's online resources provided tools and activities useful for them to assist others	93%	75%	ACHIEVED 86% of career influencers reported that Careers New Zealand's online resources provided tools and activities useful for them to assist others ⁸

Connecting educators to employers

Careers New Zealand helped connect educators and employers to improve career pathways at important transition points in young people's learning and work lives. This benefited young people by making education and training more relevant and helping them see practical career pathways. It also benefited employers, helping them find employees with the skills, qualifications and motivation employers need.

Careers New Zealand initiatives in 2016/17 included:

- employer-led work exploration programmes, providing meaningful and inspiring introductions to the world of work for young people
- events that brought together a range of employers, educators and trainers to enable young people to get a better understanding of the options available to them and how to pursue these
- local and regional initiatives encouraging co-operation among employers and educators to help meet local labour market needs.

⁸ The question asked to measure this was: "Overall, were the tools and activities on the careers.govt.nz website useful for you to support young people to make informed career choices?"

Performance measure	2015/16 result	2016/17 target	Actual performance and comment
Number of industry-focused events connecting education and employment	New measure	≥10	ACHIEVED 10 Careers New Zealand-led industry-focused events were delivered, connecting education to employment in priority industries Careers New Zealand partnered with other stakeholders in the delivery of an additional 13 industry-focused events
Percentage of participating schools that agree Careers New Zealand's initiatives have been effective in improving connections between education and employment	89%	80%	WITHIN 5% OF TARGET 79% of educators agreed participating in a Careers New Zealand initiative helped improve their connections with employers
Percentage of participating employers/employment organisations that agree Careers New Zealand's initiatives have been effective in improving connections between education and employment	82%	80%	ACHIEVED 88% of employers agreed participating in a Careers New Zealand initiative helped improve their connections with educators
Percentage of participating young people that agree Careers New Zealand's initiatives have improved their ability to make learning and work choices	77%	75%	ACHIEVED 85% of young people agreed participating in a Careers New Zealand initiative helped improve their ability to make learning and work choices
Percentage of participants in Careers New Zealand's initiatives from priority groups	The students participating in Careers New Zealand's education to employment initiatives were 34.4% Māori and 6.3% Pasifika	Monitor trend	The students participating in Careers New Zealand's education to employment initiatives were 24% Māori and 27% Pasifika

Statement of cost of services

FOR THE YEAR ENDED 30 JUNE 2017

Careers New Zealand is funded by the Government through Vote Education – Non-Departmental Output Expense: Provision of Information and Advisory Services (M26).

The statement of cost of services includes all Crown and third-party revenue, and expenses. It does not include any revenue and expenses associated with the Education to Employment Connections Trust.

Services purchased by the Minister of Education:

	Actual 2016/17 \$000	Budget 2016/17 \$000	Actual 2015/16 \$000
REVENUE			
Funding from the Crown	15,563	15,563	15,541
Interest revenue	130	150	158
Other revenue	414	1,104	738
Total revenue	16,107	16,817	16,437
EXPENDITURE			
Total expenses	16,010	16,817	16,000
Total surplus/(deficit)	97	-	437

The table above does not include any transactions of Careers New Zealand's controlled entity, the Education to Employment Connections Trust (the Trust). The financial statements in the following section are Group financial statements so include the Trust.

Part five:

GROUP ANNUAL FINANCIAL STATEMENTS

Annual financial statements

Group statement of comprehensive revenue and expense

FOR THE YEAR ENDED 30 JUNE 2017

	Notes	Group actual 2016/17 \$000	Budget 2016/17 \$000	Actual 2015/16 \$000
REVENUE				
Funding from the Crown	2	15,563	15,563	15,541
Interest revenue		130	150	158
Other revenue	3	394	1,104	763
Total revenue		16,087	16,817	16,462
EXPENSES				
Employment costs	4	9,560	10,283	9,450
Occupancy expenses		1,218	1,096	1,134
Depreciation and amortisation expense	9, 10	494	627	447
Board members' fees	18	103	107	91
Other expenses	5	4,640	4,704	4,878
Total expenses		16,015	16,817	16,000
Surplus/(deficit) and total comprehensive revenue and expense		72	-	462

Explanations of major variances against budget are provided in note 22. The accompanying notes form part of these financial statements.

Group statement of financial position

AS AT 30 JUNE 2017

	Notes	Group actual 2016/17 \$000	Budget 2016/17 \$000	Actual 2015/16 \$000
ASSETS				
Current assets				
Cash and cash equivalents	6	4,013	3,316	5,226
Debtors and other receivables	7	166	235	252
Inventories	8	-	2	2
Property, plant and equipment	9	303	657	466
Intangible assets	10	1,800	2,258	957
Total current assets		6,282	6,468	6,903
LIABILITIES				
Current liabilities				
Creditors and other payables	11	355	980	1,071
Taxes due and payable	12	237	202	210
Employee entitlements	13	529	772	783
Provisions	14	263	-	13
Total current liabilities		1,384	1,954	2,077
NET ASSETS		4,898	4,514	4,826
General funds		4,898	4,514	4,826
TOTAL EQUITY		4,898	4,514	4,826

Explanations of major variances against budget are provided in note 22.
The accompanying notes form part of these financial statements.

Group statement of changes in equity

FOR THE YEAR ENDED 30 JUNE 2017

	Group actual 2016/17 \$000	Budget 2016/17 \$000	Actual 2015/16 \$000
Balance at 1 July	4,826	4,514	4,364
Total comprehensive revenue and expense	72	-	462
Balance at 30 June	4,898	4,514	4,826

Explanations of major variances against budget are provided in note 22.
The accompanying notes form part of these financial statements.

Group statement of cash flows

FOR THE YEAR ENDED 30 JUNE 2017

	Notes	Group actual 2016/17 \$000	Budget 2016/17 \$000	Actual 2015/16 \$000
Cash flows from operating activities				
Receipts from the Crown		15,563	15,563	15,541
Interest received		130	150	158
Receipts from other revenue		419	1,104	715
GST (net)		27	(34)	45
Payments to suppliers		(6,087)	(5,907)	(6,075)
Payments to employees		(9,814)	(10,283)	(9,361)
Net cash from operating activities		238	593	1,023
Cash flows from investing activities				
Receipts from sale of property, plant and equipment	9	43	-	5
Purchase of property, plant and equipment	9	(5)	(250)	(241)
Purchase of intangible assets	10	(1,489)	(1,360)	(595)
Net cash from investing activities		(1,451)	(1,610)	(831)
Net increase/(decrease) in cash and cash equivalents		(1,213)	(1,017)	192
Cash and cash equivalents at the beginning of the year		5,226	4,333	5,034
Cash and cash equivalents at the end of the year	6	4,013	3,316	5,226

Explanations of major variances against budget are provided in note 22. The accompanying notes form part of these financial statements.

Notes to financial statements

Note 1: Statement of accounting policies for the year ended 30 June 2017

Reporting entity

Careers New Zealand has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The consolidated financial statements of the Group comprise Careers New Zealand and its controlled entity, the Education to Employment Connections Trust, which is a registered charity with donee status. The Education to Employment Connections Trust was wound up on 21 June 2017.

The financial statements for the Group are for the year ended 30 June 2017, and were approved by the Tertiary Education Commission board on 4 September 2017.

Basis of preparation

Careers New Zealand was disestablished effective 1 July 2017, and its functions transferred to the Tertiary Education Commission. Legislation to this effect was included in the Education (Update) Amendment Bill, which came into law on 19 May 2017.

The disestablishment of Careers New Zealand requires the financial statements to be prepared on disestablishment basis, not the normal going concern basis. However, the legislation stated that all existing staff would transfer to the Tertiary Education Commission with the exception of the chief executive. It also stated that all assets and liabilities of Careers New Zealand would vest in the Tertiary Education Commission. Accordingly, no adjustment is required to the values of assets or liabilities at the reporting date. All assets and liabilities have been classified as current, including property, plant and equipment and intangibles, previously classified as non-current in 2015/16.

Statement of compliance

The financial statements of the Group have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

These financial statements have been prepared in accordance with Tier 2 PBE RDR accounting standards. The Group is eligible to report in accordance with the Tier 2 PBE RDR accounting standards as expenses are less than \$30 million and there is no public accountability.

These financial statements comply with PBE accounting standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Summary of significant accounting policies

Revenue

The specific accounting policies for significant revenue items are explained below:

Funding from the Crown

Careers New Zealand is primarily funded from the Crown. This funding is restricted in its use for the purpose of Careers New Zealand meeting the objectives specified in its founding legislation and the scope of the relevant appropriations of the funder.

Careers New Zealand considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

Grants received

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grants are satisfied.

Interest revenue

Interest revenue is recognised using the effective interest method.

Rental revenue

Careers New Zealand subleases office premises to other agencies. Lease receipts under an operating sublease are recognised as revenue on a straight-line basis over the lease term.

Sale of publications

Sales of publications are recognised when the product is sold to the customer.

Provision of services

Services provided to third parties on commercial terms are exchange transactions. Revenue from these services is recognised in proportion to the stage of completion at balance date.

Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars (the functional currency) using the spot exchange rates at the dates of the transactions.

Leases

Careers New Zealand leases office premises. These leases are classified as operating leases. An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Debtors and other receivables

Debtors and other receivables are recorded at their face value, less any provision for impairment.

A receivable is considered impaired when there is evidence that Careers New Zealand will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amount expected to be collected.

Investments

Bank term deposits

Investment in bank term deposits are initially measured at the amount invested.

After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method, less any provision for impairment.

Property, plant and equipment

Property, plant and equipment asset classes consist of computer equipment, leasehold improvements, office equipment and motor vehicles.

Property, plant and equipment are measured at cost, less accumulated depreciation and impairment losses.

At each balance date, Careers New Zealand reviews the useful lives and residual values of its property, plant and equipment. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires Careers New Zealand to consider a number of factors, such as the physical condition of the asset, expected period of use of the asset by Careers New Zealand, and expected disposal proceeds from the future sale of the asset.

The carrying values of all assets are reviewed at each balance date to ensure that those values are not materially different to fair value.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Careers New Zealand and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Careers New Zealand and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment at rates that will write off the cost of the assets to their estimated residual values over their estimated useful lives. The useful lives and associated depreciation rates of the major classes of property, plant and equipment have been estimated as follows:

Office equipment	3 to 5 years	33%-20%
Computer equipment	3 to 4 years	33%-25%
Motor vehicles	4 years	25%
Leasehold improvements	over the useful life of the lease	

Property, plant and equipment costing more than \$2,500 are capitalised. All other property, plant and equipment costing less than \$2,500 are to be expensed as minor assets in the year of purchase.

Intangible assets

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use by Careers New Zealand are recognised as an intangible asset. Direct costs include the software development, employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with the development and maintenance of Careers New Zealand's website are recognised as an expense when incurred. Major new developments that enhance the website's service potential are capitalised where costs can be measured reliably.

The carrying amounts of intangible assets are disclosed in note 10.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use

and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Licenses	3 to 4 years	25%-33%
Digital tools	3 to 4 years	25%-33%
Implementation of core systems	4 years	25%

Impairment of property, plant and equipment and intangible assets

Careers New Zealand does not hold any cash-generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

Non-cash-generating assets

Property, plant and equipment and intangible assets held at cost that have a finite useful life, are reviewed for impairment whenever events or changes in circumstances indicate the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is the depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where Careers New Zealand would, if deprived of the asset, replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

Any reversal of an impairment loss is recognised in the surplus or deficit.

Creditors and other payables

Creditors and other payables are recorded at their face value.

Employee entitlements

Short-term employee entitlements

Employee benefits that Careers New Zealand expects to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date and sick leave.

Careers New Zealand recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date to the extent Careers New Zealand anticipates it will be used by staff to cover those future absences.

Careers New Zealand recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to KiwiSaver, the Government Superannuation Fund and the State Sector Retirement Savings Scheme are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

Provisions

Careers New Zealand recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, so that it is probable that expenditure will

be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

Goods and services tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net GST paid to or received from the Inland Revenue Department, including the GST relating to investing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Careers New Zealand is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax.

Budget figures

The budget figures are derived from the statement of performance expectations as approved by the board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by Careers New Zealand for the preparation of the financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements, Careers New Zealand has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Estimating useful lives and residual values of property, plant and equipment

At each balance date, Careers New Zealand reviews the useful lives and residual values of its property, plant and equipment. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires Careers New Zealand to consider a number of factors such as the physical condition of the asset, expected period of use of the asset by Careers New Zealand, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will impact the depreciation expense recognised in the surplus or deficit and carrying amount of the asset in the statement of financial position.

Careers New Zealand minimises the risk of this estimation uncertainty by:

- physical inspection of assets
- asset replacement programmes
- analysis of prior asset sales.

Careers New Zealand has not made significant changes to past assumptions concerning useful lives and residual values.

Estimating useful lives and residual values of intangible assets

At each balance date, Careers New Zealand reviews the useful lives and residual values of its intangible assets taking into account expected future use.

Careers New Zealand has reviewed all intangible assets in light of the fact that Careers New Zealand transitioned to the Tertiary Education Commission on 1 July 2017.

An incorrect estimate of the useful life or residual value will impact the amortisation expense recognised in the surplus or deficit and carrying amount of the asset in the statement of financial position.

Critical judgements in applying accounting policies

Management has exercised no critical judgments in applying accounting policies for the year ended 30 June 2017.

Basis of consolidation

A controlled entity is an entity over which Careers New Zealand has the power to govern the financial and operating policies.

The financial statements of the controlled entity, the Education to Employment Connections Trust, are prepared for the same reporting period as Careers New Zealand using consistent accounting policies.

All inter-entity balances and transactions have been eliminated in full.

Note 2: Funding from the Crown

	2016/17 \$000	2015/16 \$000
Funding from the Crown under non-exchange transactions		
Funding from the Crown	15,082	15,082
Funding from the Crown – Skills Transition	100	250
Funding from the Crown – Migrant Futures	381	209
Total funding from the Crown	15,563	15,541

Note 3: Other revenue

	2016/17 \$000	2015/16 \$000
Other revenue under exchange transactions		
Contract services and fees	353	755
Commercial products	26	8
Gain on disposal of assets	15	-
Total other revenue	394	763

Note 4: Employment costs

	2016/17 \$000	2015/16 \$000
Salary and wages	9,034	8,829
Employer contributions to defined contributions plans	247	238
Increase/(decrease) in employee entitlements (note 13)	(254)	90
Other employment costs	533	293
Total employment costs	9,560	9,450

Defined contributions plans include those of KiwiSaver and the State Sector Retirement Savings Scheme.

Note 5: Other expenses

	2016/17 \$000	2015/16 \$000
Staff travel	490	792
Loss on disposal of assets	4	14
Impairment on assets	289	29
Inventories consumed	23	4
Consultancy	1,853	1,593
Communication expenses	544	586
Marketing expenditure	384	688
Other expenses	1,053	1,172
Total other expenses	4,640	4,878

Note 6: Cash and cash equivalents

	2016/17 \$000	2015/16 \$000
Cash on hand and at bank	4,013	607
Cash equivalents – term deposits	-	4,600
Cash equivalents – accrued interest on term deposits	-	19
Total cash and cash equivalents	4,013	5,226

In accordance with its investment policy, all Careers New Zealand term deposits are short term with maturity dates of four months or less. Their carrying value approximates fair value. All short-term deposits were either with Westpac Banking Corporation or ANZ. At 30 June 2017, there were no short-term deposits (2016: term deposits were for an average of 89 days with an average effective interest rate of 2.90 percent).

Note 7: Debtors and other receivables

Debtors	2016/17 \$000	2015/16 \$000
Debtors	45	86
Prepayments	121	166
Total debtors and other receivables	166	252

The carrying value of receivables approximates their fair value.

As at 30 June 2017, all overdue debtors have been assessed for impairment. Expected losses have been determined based on an analysis of Careers New Zealand losses in previous periods and review of specific debtors. Careers New Zealand has identified no insolvent debtors or provisions for bad debts (2016: \$nil).

Note 8: Inventories

	2016/17 \$000	2015/16 \$000
Inventory held for the use in the provision of goods and services	-	2
Total inventories	-	2

The write down of inventories held for distribution amounted to \$nil (2016: \$nil). No inventories are pledged as security for liabilities.

Note 9: Property, plant and equipment

	Office equipment \$000	Computer equipment \$000	Motor vehicles \$000	Leasehold improvements \$000	TOTAL \$000
Cost					
Balance at 1 July 2015	225	1,084	591	247	2,147
Balance at 30 June 2016	246	1,269	574	252	2,341
Balance at 1 July 2016	246	1,269	574	252	2,341
Additions	5	1	-	-	6
Disposals and adjustments	(11)	(35)	(147)	(53)	(246)
Balance at 30 June 2017	240	1,235	427	199	2,101
Accumulated depreciation					
Balance at 1 July 2015	200	919	473	166	1,758
Balance at 30 June 2016	209	993	476	197	1,875
Balance at 1 July 2016	209	993	476	197	1,875
Depreciation expense	12	91	6	28	137
Disposals and adjustments	(11)	(31)	(119)	(53)	(214)
Balance at 30 June 2017	210	1,053	363	172	1,798
Carrying amounts					
At 30 June 2015	25	165	118	81	389
At 30 June and 1 July 2016	37	276	98	55	466
Balance at 30 June 2017	30	182	64	27	303

Careers New Zealand does not own land or buildings and does not carry out revaluations.

There are no restrictions over the title of Careers New Zealand property, plant and equipment, nor are these assets pledged as security for liabilities.

Property, plant and equipment work in progress balance is \$nil (2016: \$98,000).

Note 10: Intangible assets

	Acquired software \$000	Internally generated \$000	TOTAL \$000
Cost			
Balance at 1 July 2015	489	1,236	1,725
Balance at 30 June 2016	496	1,718	2,214
Balance at 1 July 2016	496	1,718	2,214
Additions	-	1,489	1,489
Disposals and adjustments	-	-	-
Balance at 30 June 2017	496	3,207	3,703
Accumulated amortisation and impairment losses			
Balance at 1 July 2015	281	750	1,031
Balance at 30 June 2016	354	903	1,257
Balance at 1 July 2016	354	903	1,257
Amortisation expense	73	284	357
Impairment losses	56	233	289
Disposals and adjustments	-	-	-
Balance at 30 June 2017	483	1,420	1,903
Carrying amounts			
At 30 June 2015	208	486	694
At 30 June and 1 July 2016	142	815	957
Balance at 30 June 2017	13	1,787	1,800

Intangible assets work in progress balance is \$392,000 (2016: \$143,000).

There are no restrictions over the title of Careers New Zealand intangible assets, nor are any intangible assets pledged as security for liabilities.

Note 11: Creditors and other payables

	2016/17 \$000	2015/16 \$000
Creditors and other payables under exchange transactions		
Creditors	-	828
Accrued expenses	355	243
Total creditors and other payables	355	1,071

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying value of creditors and other payables approximates their fair value.

Note 12: Taxes due and payable

	2016/17 \$000	2015/16 \$000
Fringe benefit tax	1	1
GST	236	209
Total taxes due and payable	237	210

Note 13: Employee entitlements

	2016/17 \$000	2015/16 \$000
Accrued salaries and wages	57	277
Annual leave	424	406
Sick leave	48	100
Total employee entitlements	529	783

Note 14: Provisions

	2016/17 \$000	2015/16 \$000
Lease make-good	67	13
Onerous lease	196	-
Total provisions	263	13

Movements for each class of provision are as follows:

	Lease make-good	Onerous lease
Balance at 1 July 2015	13	-
Additional provisions made	-	-
Amounts used	-	-
Unused amounts reversed	-	-
Balance at 30 June 2016	13	-
Balance at 1 July 2016	13	-
Additional provisions made	67	196
Amounts used	-	-
Unused amounts reversed	(13)	-
Balance at 30 June 2017	67	196

Lease make-good provision

In respect of a number of its leased premises, Careers New Zealand is required at the expiry of the lease term to make good any damage caused to the premises from installed fixtures and fittings, and remove any fixtures or fittings installed by Careers New Zealand.

Careers New Zealand expects to move from its Wellington office at the end of September 2017 as part of the integration with the Tertiary Education Commission.

A provision has been made for the potential for costs related to flooring. Under the contract, Careers New Zealand is liable for replacing the carpet subject to fair wear and tear. A final assessment will be made once the floor has been vacated. Based on this, Careers New Zealand has estimated a make-good provision for replacement of the carpet up to circa \$67,000, and has recorded this as a provision at 30 June 2017.

Information about Careers New Zealand's leasing arrangements is disclosed in note 15.

Onerous lease provision

As noted above, Careers New Zealand expects to move from its Wellington office at the end of September 2017 as part of the integration with the Tertiary Education Commission. The lease expires on 30 April 2018.

The unavoidable costs of meeting the obligations under the contract exceed the economic benefits or service potential expected to be received from 1 October 2017 to 30 April 2018. Based on this, Careers New Zealand has estimated an onerous lease provision of \$196,000 and accordingly has recorded this amount as a provision at 30 June 2017.

Note 15: Capital commitments and operating leases

Capital commitments

Careers New Zealand did not have any capital commitments at 30 June 2017 (2016: \$nil).

Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

	2016/17 \$000	2015/16 \$000
Not later than one year	669	521
Later than one year and not later than five years	549	599
Later than five years	-	15
Total non-cancellable operating leases	1,218	1,135

Careers New Zealand has nine property leases, including a number of co-location agreements with other government departments or Crown entities.

Two co-location agreements have cancellation clauses. However the current intention is to remain at the premises for the length of the initial lease period, therefore the full costs have been included in the non-cancellable operating lease disclosure.

Location	Cancellation period	Lease expiry date	Annual lease costs \$000
Christchurch	6 months	30 September 2020	55
Napier	6 months	30 April 2022	22

Careers New Zealand does not have the option to purchase these assets at the end of the lease term.

There are no restrictions placed on Careers New Zealand by any of its leasing arrangements.

As Careers New Zealand ceased to exist as an entity on 1 July 2017, on this date all capital commitments and operating leases transferred to the Tertiary Education Commission.

Note 16: Contingencies

Careers New Zealand has no contingent assets or liabilities as at 30 June 2017 (2016: termination liability for chief executive and liability for Holidays Act 2003 review).

Note 17: Related party transactions and key management personnel

Related party transactions

Careers New Zealand is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect Careers New Zealand would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Related party transactions required to be disclosed

There are no related party transactions to be disclosed (2016: \$nil).

Key management personnel compensation

	2016/17 \$000	2015/16 \$000
Board members		
Remuneration	103	91
Full-time equivalent members	0.9	0.8
Senior leadership team		
Remuneration	1,765	1,441
Full-time equivalent members	9.3	8.9
Total key management personnel remuneration	1,868	1,532

Key management personnel include all board members, the chief executive, and eight members of the senior leadership team.

The full-time equivalent for board members has been determined based on the frequency and length of board meetings, and the estimated time for board members to prepare for meetings.

Note 18: Board members' fees

The total value of remuneration paid or payable to each board member during the year was:

	2016/17 \$000	2015/16 \$000
D Karauria (chair)	33	32
J Ombler (elevated to deputy chair in May 2017)	12	2
M Ward (deputy chair, term ended November 2016)	6	15
C Meade	12	12
P Reade	12	12
T Copeland	12	12
P Mersi (term started November 2016)	8	-
P O'Reilly (term started November 2016)	8	-
S Day (term ended October 2015)	-	6
Total board members' fees	103	91

There have been no payments made to committee members appointed by the board who are not board members during the financial year.

Careers New Zealand has not provided any indemnity during the financial year to any member, office holder or employee.

Careers New Zealand has effected directors' and officers' liability insurance cover during the financial year in respect of the liability or costs of board members and employees.

No board members received compensation or other benefits in relation to cessation (2016: \$nil).

Note 19: Employee remuneration

The following table shows the number of employees to whom, during the financial year, remuneration (other than compensation or other benefits) was paid or payable in their capacity as employees, the total value of which is or exceeded \$100,000 per annum, and the number of those employees in brackets of \$10,000.

Earnings	Number of people 2016/17	Number of people 2015/16
\$100,000-\$109,999	4	4
\$110,000-\$119,999	1	2
\$120,000-\$129,999	2	1
\$130,000-\$139,999	-	2
\$140,000-\$149,999	1	3
\$150,000-\$159,999	4	-
\$170,000-\$179,999	-	1
\$180,000-\$189,999	1	-
\$200,000-\$209,999	1	-
\$260,000-\$269,999	1	-
\$310,000-\$319,999	-	1
Total employees	15	14

During the year ended 30 June 2017, one (2016: 0) employee received compensation and other benefits in relation to cessation totalling \$78,788 (2016: \$nil).

Note 20: Events after balance date

The Education (Update) Amendment Act 2017 dissolved Careers New Zealand on 1 July 2017. On this date, all assets and liabilities transferred to the Tertiary Education Commission.

Note 21: Financial instrument categories

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

	2016/17 \$000	2015/16 \$000
Loans and receivables		
Cash and cash equivalents (note 6)	4,013	5,226
Debtors and other receivables – debtors only (note 7)	45	86
Total loans and receivables	4,058	5,312
Financial liabilities measured at amortised cost		
Creditors and other payables (note 11)	355	1,071
Total financial liabilities measured at amortised cost	355	1,071

Note 22: Explanation of major variances against budget

Explanations for major variances from Careers New Zealand's budgeted figures in the statement of performance expectations are as follows:

Statement of comprehensive revenue and expense

The surplus result of \$72,000 primarily reflects the effects of savings in expenses offset by a reduction of revenue generated against budget. Other revenue was \$710,000 less than budget as it was either delayed or not pursued.

Employment expenses were \$723,000 less than what was budgeted. The savings in salary and wages were mainly due to continuing a prudent approach to recruiting due to integration into the Tertiary Education Commission on 1 July 2017. This also impacted the staff training cost, which underspent by \$66,000.

Statement of financial position

Cash and cash equivalents were \$697,000 higher than budget. This was the result of lower than budgeted operating costs before non-cash adjustments such as provisions and impairments.

Intangible assets were \$458,000 lower than budget mainly due to impairment losses of \$289,000.

Creditors and other payables were \$625,000 lower than budget as all creditors were paid out before the integration into the Tertiary Education Commission on 1 July 2017.

Part six:

APPENDICES

Appendix A

Careers New Zealand's statutory functions up to 30 June 2017

The statutory functions of Careers New Zealand, as specified in section 280 of the Education Act 1989, were:

- a. to establish and maintain a database of information about occupations and about post-compulsory education and training
- b. to make that information available to the public and to institutions, private training establishments, students and other interested bodies and persons
- c. to provide:
 - i. training and assistance to persons who advise about occupations
 - ii. career advice and associated counselling relating to post-compulsory education and training
- d. to liaise with, and monitor the needs of, institutions, private training establishments, students and other bodies and persons with respect to:
 - i. information, training and advice relating to occupations; and
 - ii. career advice and associated counselling relating to post-compulsory education and training
- e. to provide support services for the purpose of promoting transition education that prepares students for employment, or further education and training, or both.

Appendix B

Good employer criteria overview

The following tables provide an overview of the activities and initiatives we have undertaken to support the seven good employer criteria.

Criteria	During 2016/17, Careers New Zealand:
Leadership, accountability and culture	<ul style="list-style-type: none"> monitored workforce data (including ethnicity, age, gender and Māori representation statistics) maintained an organisation-wide Māori and Pasifika cultural competency framework for staff celebrated Māori and Pasifika language weeks with a range of activities for staff participation provided leadership development opportunities for staff provided internal opportunities for involvement in cross-organisational projects and secondments involved staff in change management processes and provided opportunities for feedback
Recruitment, selection and induction	<ul style="list-style-type: none"> conducted open, fair and transparent recruitment and selection processes, and welcomed attendance of support people for candidates during interviews welcomed new staff through executive-led induction sessions and a tailored induction programme provided by managers
Employee development, promotion and exit	<ul style="list-style-type: none"> provided study assistance and professional development support collaborated with education sector agencies to maximise development opportunities for staff provided on-site te reo sessions and introduced an online learning and development module supported Te Mana Pou Tuarongo Māori staff network, including a regular hui for members supported the Vā Pasifika staff network, including a fono for members provided on-site Pasifika awareness training analysed exit survey responses
Flexibility and work design	<ul style="list-style-type: none"> maintained its flexible work practices policy, including flexible working hours provided tailored options and responded to individual requests to support work/life balance (including for those with any permanent or temporary disabilities) ensured appropriate spaces are available for breastfeeding

Criteria	During 2016/17, Careers New Zealand:
Remuneration, recognition and conditions	<ul style="list-style-type: none"> • maintained a gender-neutral job evaluation methodology • undertook the annual remuneration review process with union representatives • recognised specialist expertise of staff through opportunities to deliver presentations at external forums, domestic and international
Harassment and bullying prevention	<ul style="list-style-type: none"> • continued accessibility, promotion and enforcement of the standards of integrity and conduct • continued to maintain procedures for the management of workplace harassment and bullying
Safe and healthy environment	<ul style="list-style-type: none"> • provided a range of support to promote health and wellbeing, including an employee assistance programme, workstation assessments, influenza vaccinations, two wellness initiatives and eye care subsidies for staff • promoted safety in the workplace through regular floor inspections, emergency preparedness reminders and communications about wellbeing • maintained business continuity and emergency response plans for the organisation • maintained centralised health and safety reporting and monitoring through the GOSH system • regularly reviewed sick leave, accidents, ACC leave and high annual leave balances • reviewed the national business standards for all Careers New Zealand premises.

Appendix C

The Careers New Zealand Board

In 2016/17, Careers New Zealand was governed by a board reporting to the Minister of Education. The board was responsible for the governance of Careers New Zealand, including setting the strategic direction and monitoring performance. The board was dissolved on 30 June 2017 with the disestablishment of Careers New Zealand.

Dale Karauria (Ngāti Porou and Ngāti Kahungunu) – board chair

Dale Karauria chaired the Careers New Zealand Board. Dale has over 15 years' experience in government roles, primarily focused on Māori development, education, training and employment policy. These include senior manager of iwi and Māori education partnerships at the Ministry of Education, and director of Māori potential policy at Te Puni Kōkiri. She also has wide experience as a private sector consultant, and is currently a director of Dakoda Visions Ltd, a consultancy providing strategic advice across the government sector. Dale was also a member of the board of the Tertiary Education Commission.

John Ombler – deputy board chair

John Ombler joined the Careers New Zealand Board in November 2013. He worked in the public service for over 30 years and has substantial experience in senior management positions within the public service. He is a former deputy State Services Commissioner and was appointed acting chief executive of the Canterbury Earthquake Recovery Authority (CERA) in 2011 while a permanent appointee was sought. John took an 18-month leave of absence from the board from December 2014 to April 2016 to return to CERA as acting chief executive.

Chris Meade – board member

Chris Meade has over 25 years' experience across a range of industries and sectors, including manufacturing, food processing, FMCG, health and infrastructure, and has held a number of senior HR positions within Fonterra, Goodman Fielder and Downer. Chris is a member of the Human Resources Institute of New Zealand, a past chair of the Employer Champions Group, sits on the board of Diversitas and is chair of the Safeguarding Children Initiative.

Patricia Reade – board member

Patricia Reade has held a variety of leadership positions in the public service, including Work and Income New Zealand, the Department of Labour and the Department of Education and Employment in London. She became the chief operating officer for Auckland Council when it was established in 2010, following amalgamation of eight former local authorities across the Auckland region. Auckland Council is now the largest local authority in Australasia. Patricia is currently transformation director for Auckland Council, and joined the Careers New Zealand Board in November 2013.

Tim Copeland – board member

Tim Copeland is a director and one of three founders of Wellington-based internet services company SilverStripe. SilverStripe has a wide portfolio of work with public and private sector clients. Tim served as chief executive officer of SilverStripe for its first seven years, and the chairman of Unlimited Potential, Wellington's largest IT network, before stepping aside to focus on SilverStripe's international growth. He also acts as an independent adviser and investor in several private companies. Tim joined the Careers New Zealand Board in May 2014.

Paul Mersi – board member

Paul Mersi joined the Careers New Zealand board in December 2016. He is a professional company director whose current and recent roles include positions with Ngāi Tahu Whai Rawa Fund, Wellington Regional Economic Development Agency, Grow Wellington (past chair) and Brook Asset Management. He has a financial services and public policy background, having been a senior partner at PricewaterhouseCoopers and prior to that a senior policymaker at Inland Revenue.

Phil O'Reilly – board member

Phil O'Reilly is director of Iron Duke Partners, a Wellington-based public policy advisory firm. He is chair of the board of the Business and Industry Advisory Committee to the OECD and is a member of the Governing Body of the International Labour Organisation. He is a board member of, or adviser to, a number of New Zealand and global organisations, including the ILO Global Business and Disability Network. He was previously chief executive of BusinessNZ, New Zealand's leading business advocacy group representing thousands of businesses of all sizes. In 2016, he was made an Officer of the New Zealand Order of Merit. Phil is also a member of the board of the Tertiary Education Commission.

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