



Annual Report

FOR THE YEAR ENDED 30 JUNE 2012

2011/12



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Careers New Zealand Annual Report for the year ended 30 June 2012
Presented to the House of Representatives pursuant to section 150(3) of the Crown Entities Act 2004

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Foreword and introduction

SECTION

“ We have innovated, experimented and pushed a few boundaries in order to make progress towards a step-change in the value we add to New Zealand. ”



Foreword and introduction

CHIEF EXECUTIVE'S REPORT



2011/12 has been a successful and challenging year for Careers New Zealand. It has been a year of transition and change as we refocus our work to make systemic and lasting improvements to the system of careers and skills development information and support provided to New Zealanders. We have innovated, experimented and pushed a few boundaries in order to make progress towards a step-change in the value we add to New Zealand. Thanks to the passion, expertise and hard-work of our team at Careers New Zealand we are well on-track to making a sustainable and practical difference.

The year has held many highlights and milestones for us. We started the year with the first national careers summit, held in Wellington in July. Participants confirmed our thinking that more co-ordination and communication were needed across the careers sector. Leadership was required, and Careers New Zealand was well placed – and indeed expected – to provide this. They also confirmed the urgency of improving careers development in New Zealand, especially the need to provide better services to Māori and Pasifika young people and young people from lower socio-economic backgrounds. The summit resulted in a national action plan that has proven a catalyst for working with others in the system to achieve results. It also provided a model for

the series of regional careers summits we are hosting during 2012/13, with the first one held in South Auckland in August 2012.

Another highlight of the year has been bringing together key stakeholders and organisations from across Auckland in the Capable Auckland network to exchange ideas and work together. It has gone from strength to strength. This has led to practical initiatives, such as our partnership with Fuji Xerox and Business New Zealand to develop a practical careers blueprint for Auckland. The Capable Auckland network has also provided a model that we are introducing to five other areas in 2012/13.

A third highlight is the introduction of career education benchmarks for the secondary sector in October 2011. These provide a basis of shared understanding of good practice across the sector and, importantly, a tool for self-review and improvement. We then developed similar benchmarks for the tertiary sector, which were launched in September 2012. These benchmarks, along with years 7 and 8 benchmarks currently under development, provide a backbone for lifting the quality of careers development services across the formative years of New Zealanders' career lives. There are many other highlights of our work and achievements described on the following pages.

I am very proud of the fact that, while we were developing and introducing these new initiatives and innovations, we also successfully delivered our existing initiatives and obligations, as shown in our statement of service performance. In doing so, we continually critique the services we provide to ensure they are still fit for purpose in the dynamic and ever-changing skills, economic and labour market environment.

Our increasingly popular web-based services undergo continuous improvement as we integrate information about learning choices and the labour market in ways that are accessible and meaningful to ordinary New Zealanders.

2011/12 also saw improved co-operation across the education sector to focus on achieving common goals with our colleagues in economic and social development agencies. This will increase in 2012/13 as we work together to achieve the Better Public Services goals and contribute to the government's Business Growth Agenda.

Foreword and introduction

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Finally, 2011/12 has been an important year because we have set the foundations for improving the careers system and making a significant contribution to improving labour market participation and economic growth. At the start of the year, we had good ideas based on evidence and experience. Now we have practical, implemented examples to build upon.

In 2012/13, we will combine this learning into a programme of Career Capable Communities initiatives that will concentrate our efforts into four New Zealand locations of high need and opportunity and make greater impact on people's lives.

While I am proud of our achievements, careers system improvement is not for the sake of the careers system but for the people of New Zealand, especially the young people. We live in a complex and changing world, and people need assistance building their skills and getting good information to navigate the diverse learning, training, employment and life choices that make up a career in the 21st century.

I would like to thank Careers New Zealand's staff, managers and Board for their continuing commitment, hard work and passion for what we do. Together with our similarly impassioned colleagues from across the education and employment sectors, we will be able to make a positive difference for New Zealanders and their career opportunities.



Graeme Benny
Chief Executive
31 October 2012

CHAIR'S REPORT



Careers New Zealand plays a key role in New Zealand's social and economic wellbeing. We support, assist and enable New Zealanders to make smart decisions about their education, training and employment.

The basic principle is very straightforward: well informed young people make the right decisions about their education, training and skill development and proactively take responsibility for their career and employment futures. However, the reality is very challenging. Making the right decisions at the right time is not always easy for our young people. There is a bewildering array of options, opportunities and choices to make. While a plethora of information and advice exists to assist this process, it is often unco-ordinated, difficult to access and highly segmented.

Careers New Zealand is focusing on helping New Zealanders navigate this difficult process. We do that through a number of routes and in conjunction with a wide array of stakeholders, other organisations and agencies. Our role – and our goal – is to both support and encourage individual New Zealanders to take charge of their careers and provide them with a cohesive high-quality careers system that supports and enhances their decision-making processes.

Smart decisions about education, training and work lead to life-long benefits for the individual, their family, their community and for New Zealand's society and economy.

As an agency in the education sector, we are also tasked to make specific contributions to key government Better Public Services goals. Through supporting engagement in learning and better course choices and pathways, we help lift the level of achievement of NCEA levels 2 and 4 – the targets of boosting skills and employment. Good education and training decisions by individuals also mean improved return on government investment in education and more efficient use of educational resources.

Our work also contributes to the government's Business Growth Agenda, particularly in innovation and in skilled and safe workplaces. We help New Zealanders to understand the training and employment opportunities available to them and put these in the context of the learning and skill paths they need to take and the likely demand and rewards for those skills in the economy. We work with businesses and business groups to identify skill needs and career pathways from an industry perspective. Through our work, we aim to achieve a better match between the skills people are acquiring and the skills that business is demanding and the economy needs for future development.

There are many key stakeholders within the wider careers-related sectors and Careers New Zealand has a key role in working with and providing leadership in the careers sphere to agencies such as the Ministry of Education and other education agencies, the Ministry of Business, Innovation and Employment, Te Puni Kōkiri and the Ministry of Pacific Island Affairs.

We also work closely with the many private sector stakeholders and partners outside of government, including educators and career professionals, businesses and industry groups, iwi, urban Māori groups and Pasifika and community organisations.

We focus very closely on working with stakeholders who wish to make a fundamental and sustainable difference. We are partnering with Māori groups such as Waikato-Tainui iwi and Wakatū Incorporation to help build their iwi skill base and enhance the work they are already undertaking with their people.

Foreword and introduction

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As a small organisation with modest resources and limited direct-service capacity, we are most effective when we work with and through others. In 2011/12, we modified our strategic approach in order to focus and maximise our effectiveness by building career capability in the wider sector and in key stakeholder organisations. The groups we work with in this capacity include schools, tertiary organisations, community groups, iwi and businesses.

A key on-going role of Careers New Zealand is to support the capability we build in others by maintaining the national career support information and self-help resources available to New Zealanders wherever they are or need them. A cornerstone of this effort is the online web-based facilities supported by telephone and social media advice.

Careers New Zealand has a strong tradition of user focus, innovation, cost efficiency and continuous improvement. We have taken up the challenges of economic restraint and delivering better public services by working smarter and in a more focused way within our current resources. Our leading role in shared services initiatives is an example of this. Careers New Zealand is a versatile, flexible organisation that is making a significant impact for New Zealanders. It can – and must – make even more of a difference in future. The expertise of

Careers New Zealand, working with our many partners, can help more and more New Zealanders achieve sustainable, rewarding careers throughout their lives.

That this Annual Report reflects such a good year of progress and achievement is a credit to the staff, management team and Chief Executive of Careers New Zealand.

Along with thanking Arthur Graves, the recently retired Chair of the Board, I would like to particularly acknowledge the valuable contributions made over many years by Board members Tina Wehipeihana-Wilson and Carl Pascoe, whose terms also ended during 2011/12.

I am very pleased to present, on behalf of the Board, the Careers New Zealand Annual Report for 2011/12 to the Minister of Education.



Peter Hughes
Board Chair
31 October 2012

WHO WE ARE

Our role

Careers New Zealand is the government's centre of expertise and resources on career development. We provide a central point of leadership and co-ordination to improve the careers sector and the wider careers system.

We operate across the span of the education sector from Years 7 and 8 through to tertiary. We also work with adults, outside the education field and across sectors – working with industry groups and employers, social development agencies and communities. We led the introduction of career development benchmarks, and will continue to support development of informal career skills, and enhance professional advisory capability.

We integrate and share key careers, school, vocational training, tertiary education, job and labour market information online. We develop careers tools and resources delivered online to help people throughout their lives to make smart careers choices with a realistic view of the opportunities.

This positioning and scope of operations makes us uniquely placed to play a leadership and co-ordination role in the careers system. Through the establishment of career networks, we facilitate and support greater connection and understanding between employers and providers so that skills match employers' needs and employers understand the skills and qualifications their employees have. This is part of our contribution to developing a more skilled workforce and helping drive economic growth. All our efforts are focused on meeting the needs of the users of the careers system and putting the needs of the users at the centre of the system.

We are a Crown entity, established on 23 July 1990 under the Education Act 1989. Formerly Career Services, in May 2011, we began trading under the name Careers New Zealand. On 30 August 2011, our name was legally changed to Careers New Zealand, as per Education Amendment Act 2011 No 66.

Our new vision, mission and values were introduced in September 2011.

Our vision

Mana Rapuara Aotearoa – Leading careers in New Zealand

Our mission

- > To lead, drive and build capability in the New Zealand careers sector.
- > To be the New Zealand government expert on careers education and the careers system.
- > To build New Zealanders' ability to make smart decisions about work, education and training.
- > To demonstrate the benefit of smart career decisions to the social and economic advancement of New Zealanders and New Zealand.

Our values

- > Resilience: We are confident, resourceful, optimistic and ready to meet any challenge.
- > Manaakitanga: Our relationships are productive and proactive, and critical to our success. We are considerate to each other and responsible and hospitable to others.
- > Making a difference: As leaders of the careers sector, we improve social and economic outcomes for New Zealanders. We add value and are innovative and decisive.

Partners and clients

In our careers leadership role, we operate across the education, labour market and social development sectors. We work extensively with local government, schools, tertiary providers, community-based organisations, business leaders and unions – and, of course, we still work directly with young people and other New Zealanders needing information and assistance with career choices.

We also work directly with key career influencers, particularly families, and with iwi and community organisations that work with them.

We work with the Ministry of Education and education sector agencies, the Ministry of Business, Innovation and Employment, the Ministry of Social Development and other government agencies on actions and policies where a career component is important. Our work with other agencies also involves packaging their data and information and integrating it to provide holistic and integrated information for people planning their education, employment and training.

Activities and achievements

SECTION

“ Early findings in 2011 show that focused careers education effectively increases Māori and Pasifika learners’ confidence in making careers-related decisions, improving their transitions from school to higher education and work. ”

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Activities and achievements

WHAT WE DO

In 2011/12, we provided our services in two output groupings – ‘Improving the New Zealand careers system’ and ‘Providing career support services’. In our 2012/13 Statement of Intent, we have integrated our services into one category – ‘Leading the careers system, improving careers skills knowledge and information in New Zealand’ – which reflects the growing integration and complementarity of our range of services.

Below we discuss our activities in the structural context of the 2011/12 Statement of Intent, which this Annual Report reports against.

Improving the New Zealand careers system

These are activities that improve the co-ordination and coherence of the careers system and raise the knowledge and skill of organisations and people who are key career advisors and influencers. This work includes:

- providing benchmarks that set clear examples of what best practice career development services are and form a basis for organisational improvement
- leading careers summits and career networks – making the connections that lead to improvement actions
- providing a platform for high-quality labour market and education information produced by other government agencies
- helping build the capability of schools and tertiary organisations to provide high-quality career development services – the benchmarks are a key tool for this
- building the ability of families and communities and others to support the career decision-making of others, particularly young people
- creating targeted career information and tools for educators and career practitioners primarily via the web
- assisting with the Canterbury recovery effort.

Providing career support services

These are web-based, phone or face-to-face services that assist individuals with their learning and work decisions. We provide:

- up-to-date, comprehensive and accurate job, industry, course and training and labour market information
- a Canterbury specific subsite providing skills matching and labour market information
- online self-help career tools, such as CV4Me (CV wizard), Career Quest, Know Your Skills and Know Your CV, and secure e-portfolios known as My Career Space
- an 0800 advice line for phone advice and guidance, webchat for web advice and guidance, a texting service for requesting career information and up-to-date and timely messages via social media networks
- follow-up calls to check whether people need further information or help
- through a needs assessment system, referral to in-depth guidance services if callers' needs cannot be met in other ways.

Activities and achievements

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IMPROVING THE CAREERS SYSTEM

We work to improve the New Zealand careers system through work across groups of stakeholders and also working with organisations to build their career development capabilities.

Careers summits

In July 2011, we ran an inaugural national careers summit in Wellington, attended by a cross-section of leaders and influencers from the education and training sectors, community organisations and industry. The summit helped identify issues with the New Zealand careers system, such as fragmentation and a lack of co-ordination, and resulted in an action plan to address these. The summit has proven a catalyst for thinking and action for Careers New Zealand and other organisations. Its success has provided a model that we will repeat on a regional basis in 2012/13, having already held our first regional summit in South Auckland in August 2012.

Capable Auckland – career networks

In 2011/12, Careers New Zealand successfully established the Capable Auckland career network and began establishing others in the second half of the year.

Capable Auckland brings a network of key stakeholders together to foster improved information and idea sharing, sharing of good practice and increased co-ordinated and co-operative actions to fill gaps in the existing provision of careers information and career development services.

Throughout 2011/12, our co-ordination of the Capable Auckland network has enhanced our role as leaders of the careers system in Auckland, and the network now has a membership of nearly 200 from across business, industry and education.

This has created a cohesive 'careers voice' in Auckland that is contributing strategically towards Auckland's economic growth and development plans.

We are continuing to contribute to the Auckland Council's Southern Initiative. This is a multi-agency initiative involving local and central government, business and community groups focusing on improving outcomes for people in Ōtara-Papatoetoe, Manurewa, Papakura and Māngere-Ōtāhuhu.

In conjunction with the business sector, we have developed an Auckland Careers Blueprint which will be launched in December 2012. This explains how integrating career development and business management can improve social and economic outcomes. It has been developed alongside an Auckland Skills Plan for business.

Career Capable Communities

In mid-2012, Careers New Zealand began developing a new initiative called Career Capable Communities (CCC). These initiatives build on and co-ordinate work and development we undertook in 2011/12. The CCCs will concentrate our resources in four geographic areas of high need and high opportunity, where significant numbers of our priority clients live.

Through focusing our resources in geographic clusters, we will be able to achieve greater impact in more co-ordinated ways, including increasing engagement and retention in education. We will build sustainable career development capability in organisations we work with, including schools, tertiary organisations, community groups and iwi. This will contribute to our broader strategic objectives of building an excellent careers system leading to higher economic growth.

Over a three-year period, we aim to reach 90% of Māori and Pasifika learners. This will contribute to government's broader target of raising NCEA Level 2 achievement levels to 85% of 18-year-olds.

Benchmarks

In 2011/12, we introduced the first of a suite of benchmarks. These will provide a shared understanding of good practice and a guide to improvement for career development services from years 7 and 8 through to tertiary education. The benchmarks are developed in partnership with a broad range of representatives of the education/careers sector.

The first benchmarks – those for secondary schools – were launched in October 2011 by the Minister of Education the Hon Anne Tolley. We followed up by supporting schools to roll them out. The initial response from schools to the benchmarks has been very positive.

In the latter part of 2011/12, a set of benchmarks was under development for the tertiary sector. These have now been completed and were launched in September 2012. The final benchmarks for years 7 and 8 are currently under development.

Improving career development services in schools, tertiary and other organisations

The benchmarks provide a key backbone for lifting the effectiveness of career development services in schools and tertiary organisations and therefore lifting the quality of the overall careers system.

In 2011/12, we worked intensively with 64 schools, whose rolls totalled 39,017 including approximately 9,043 Māori and 5,048 Pasifika students. Including specific, less-intensive assistance, we provided advice to staff from 63% of intermediate, composite, and secondary schools.

We are helping schools we work with intensively to develop and implement careers education plans. This process can take two to three years before schools are able to implement school-wide career education plans.

We also worked intensively with tertiary organisations and some other community and business organisations in 2011/12.

Information and tools to improve the matching of supply and demand in the labour market

During 2011/12, Careers New Zealand has continued to provide quarterly labour market update reports on our website. These reports are designed to be a user-friendly introduction to labour market information and draw heavily on information from Statistics New Zealand and the Ministry of Business, Innovation and Employment's Labour Group (formerly the Department of Labour). We also produce a Canterbury-specific labour market report.

The Canterbury Careers subsite is another example of our work to match supply and demand specifically in the Canterbury labour market (see page 14).

We also redesigned the labour market information displayed in our jobs on the Careers New Zealand website. Key information around demand, pay and numbers of people employed in jobs are to be displayed more prominently using infographics. These new job designs are due to go live on the website in November.

Working with the Ministry of Education and others - Youth Guarantee and Vocational Pathways

Careers New Zealand has been active in the development and implementation of the government's Youth Guarantee initiative. The Youth Guarantee increases the range of opportunities for 16 and 17 year olds to progress into further education, training or employment. Youth Guarantee provides an opportunity for 16 and 17 year olds who have left school to participate fees-free in a range of vocational courses available at tertiary organisations or remain enrolled at school and also study at a trades academy.

Good information about learning and career options is a critical component of the Youth Guarantee programme. Careers New Zealand supports this through its website and by working with schools and parents, to help them support young people in their career choices. Our work with schools builds their ability to keep students engaged with learning and make informed decisions about further education and training, whether in secondary, tertiary or work-based learning.

During 2011/12 Careers New Zealand also contributed to the development and implementation of Vocational Pathways. The Vocational Pathways bring together the standards and skills recommended by five broad sectors of industry and link these to study and employment possibilities. They show young people how their skills and knowledge will be valued by employers when they look for a job and start their career.

The Vocational Pathways have been developed for five broad sectors of industry, covering a significant proportion of the current and future workforce. They are: Construction and Infrastructure, Manufacture and Technology, the Primary Industries, the Service Industries and Social and Community Services.

All jobs on the Careers New Zealand website were mapped to the Vocational Pathways for use on the Youth Guarantee website. This allows users to see occupations a pathway of study could lead to and the training or study required to get there.

Activities and achievements

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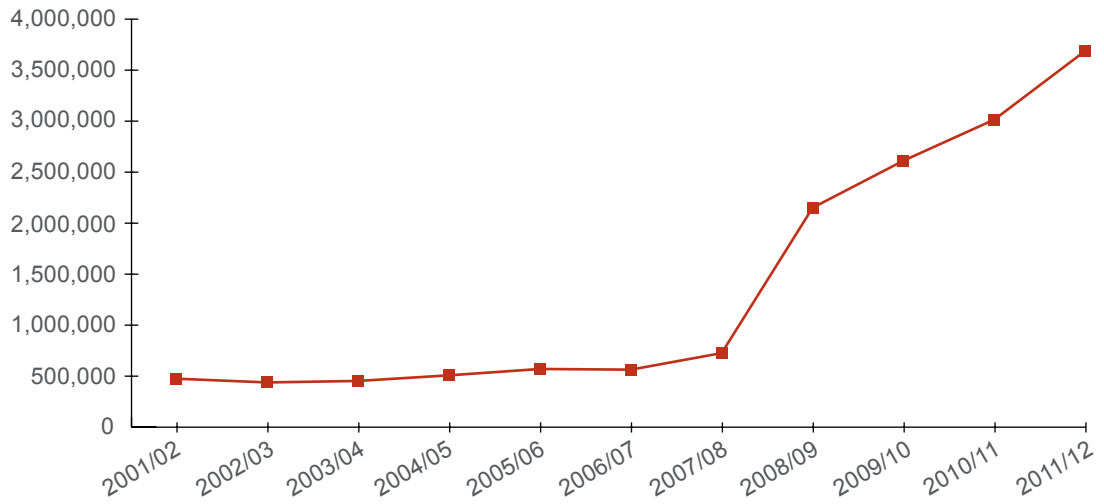
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PROVIDING CAREER SUPPORT SERVICES

Website

Careers New Zealand outcome evaluation 2012

89% of people surveyed who used www.careers.govt.nz would recommend the website to others, and 99% of stakeholders and careers influencers who participated in capability development group sessions would also recommend www.careers.govt.nz.



In 2011/12, including from overseas, hits on www.careers.govt.nz totalled 5,490,205.

Providing career support services

We provide information, advice and sometimes more intensive guidance through a range of web-based, phone-based and personal guidance channels. More advice and guidance is also available through other services and innovative tools to help individuals, including Advice Line, My Career Space and webchat mentoring, which are widely used nationally.

Know Your Skills

In November 2011, Careers New Zealand launched Know Your Skills, a self-help tool to help young people identify their skills and present these to potential employers. It is activity-based, using quizzes, video and audio to guide young people through the process of understanding what skills are, recognising their unique skills and learning how to demonstrate these to a future employer. While the tool is targeted at young people aged 15–24 years and their influencers, it can be used by people at all ages and stages of their career path.

Know Your CV

In June 2012, Careers New Zealand launched Know Your CV, an interactive online learning module that educates people on what needs to be included in a CV and cover letter and how to tailor it to the job they are applying for. This module was developed after feedback from business, industry and website users indicated that they would value more assistance with CV development, in an interactive 'hands on' format.

Know Your CV uses video and exercises to show what goes into a CV and how to tailor one to fit a job and will appeal to a range of audiences, but particularly youth. A teacher's and facilitator's guide has been prepared that will accompany both modules.

Website job content review

In May 2012, Careers New Zealand began a significant redesign of the job information on the Careers New Zealand website. This involved both a restructure of how our jobs are classified and the information contained within our jobs.

The new job classification structure closely matches the structure used by Statistics New Zealand and the Ministry of Business, Innovation and Employment, which means we are able to make better use of labour market information they provide. The Careers New Zealand web team began implementing this structure in June 2011 and is expected to finish in November 2012. The redesign of information contained within jobs is also expected to finish in November 2012, and will see jobs make greater use of labour market information and visually appealing infographics.

Entrepreneurship section

In December 2011, Careers New Zealand launched a section supporting entrepreneurship as a career path. This section is aimed at supporting people interested in starting a business but who are unsure of the process. The entrepreneurship section provides access to tools, resources and real-life stories that help with business planning.

Activities and achievements

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MĀORI AND PASIFIKA

Helping to improve education and employment outcomes for Māori and Pasifika, particularly youth, is a key focus for Careers New Zealand. It is integrated throughout all our activities, but we also have initiatives specifically focused on Māori and Pasifika communities and individuals.

In 2011/12, we developed and started implementing a new approach to how we work with Māori and Pasifika communities and individuals. This is Te Ataahia (the New Dawn) strategy.

Te Ataahia focuses on three external goals:

- Improving results for Māori and Pasifika communities.
- Our services and products meeting the needs of Māori and Pasifika communities.
- Developing key Māori and Pasifika stakeholder relationships.

Capability-building emphasis

To improve careers programmes in schools with Māori and Pasifika rolls, we have designed a three-step three-year approach to develop the skills and knowledge of school staff delivering careers education. In the first year, we co-construct a sustainable programme to build the school's careers education capability, followed by a second year of co-delivery. In the final year, Careers New Zealand acts in an advisory capacity as schools deliver their own workshops to Māori and Pasifika learners.

Work is on-going. Early findings in 2011 show that focused careers education effectively increases Māori and Pasifika learners' confidence in making careers-related decisions, improving their transitions from school to higher education and work. Opportunities to work with the families alongside their children are providing a way to embed improved community awareness of careers education. This is helping families to support each other to help their children make well informed decisions.

Memorandums of Understanding with Māori organisations

In May 2012, Careers New Zealand signed a Memorandum of Understanding (MoU) with Waikato Tainui. The MoU and associated delivery plan formalises foundational work that has been taking place between the iwi and Careers New Zealand throughout 2011/12, which includes:

- capability-building training for staff and tribal members
- access to significant tribal events to provide careers self-help information.

During 2011/12 we were also working closely with Wakatū Incorporation, and this has resulted in the signing of a MoU in the current financial year. This provides an excellent basis for co-operation between Careers New Zealand and this important iwi and business organisation, to help develop their skill base and career pathways for their rangatahi.

These are the first in a series of formal MoUs we intend signing with iwi and urban Māori authorities throughout New Zealand. We anticipate these will bring long-term social and economic benefits to the iwi members and the country as a whole.

Ma Le Pasifika

Careers New Zealand launched a pilot for Pasifika families called Ma Le Pasifika. This initiative helps Pasifika families to support their children improve NCEA engagement and achievement. This is aimed at improving future labour market and tertiary education opportunities for Pasifika learners.

Careers New Zealand has led this pilot alongside NZQA and other government agencies such as the Ministries of Education and Pacific Island Affairs, designing and developing the delivery programme. Ma Le Pasifika improves on what we have learned from the NCEA and the Whānau work undertaken with Māori learners and their families since 2011 and contributes to the government's objective of 85% of 18-year-olds attaining NCEA Level 2 by 2017.

Te Tūkirunga

In 2011 we designed a new whānau careers guidance model, Te Tūkirunga. This model was used in 2011 in the second phase of the Whānau Decision-Making (WDM) programme, focused on assisting rangatahi (youth) to become more aware of career pathways and identifying training or job outcomes. The programme was run in five kura kaupapa Māori and five alternative education schools across New Zealand.

The model is based on the group decision-making dynamic of Māori youth, their whānau and those who directly influence them and emphasises the significance of consulting their whānau and others of direct influence. Evaluation of the programme found that it did increase rangatahi awareness of the importance of having a career and of careers information and options. The most significant learning in both the kura and alternative education schools was that staff reported significant gains from the capability-building sessions.

Careers New Zealand's focus on building effective working relationships has created a strong awareness of the support and resources available and has built a strong platform for further work.

PAVE Pasifika¹

PAVE is an approach developed by Careers New Zealand to help Pasifika families become more competent career managers and decision-makers for themselves and in supporting their children.

PAVE draws on the learnings of the WDM project for Māori families and our Te Tūkirunga model of family engagement. PAVE Pasifika makes use of established networks such as community groups and churches and recognises the central role the family plays in Pasifika career decision-making.

PAVE is designed to equip parents and the wider family to assist their young people better in the career planning and transition process, including understanding NCEA and further study or training. A key aspect of PAVE has been for our Auckland consultants to work with and alongside families in their homes, including the development of individual and family career plans. The pilot concluded on 30 June 2012 and in 2012/13 we will be looking at options for applying the lessons learnt more widely.

Pacific Adolescent Career Pathways and Pasifika Education Research Priorities

We are continuing to provide input into multi-agency research that will raise the long-term social and economic outcomes of Pasifika peoples. Through co-funding the Pacific Adolescent Career Pathways longitudinal study, we have been able to track career pathway development, aspirations and career management competencies over time. The first report from this study was released in May 2012 and will inform our future programme design with Pasifika learners.

Similarly, we have had an active involvement in the Pasifika Education Research Priorities steering committee, which produced a document in March 2012 setting out priorities for Pasifika educational research. Through our involvement, education-employment transitions are identified as one of five key priority areas. Further work focusing on the priorities will enhance the quality and quantity of future research that identifies the determinants of successful transitions into and from secondary school and beyond into the workplace.

¹ PAVE is not an acronym but was chosen as the programme name to convey a sense of moving forward.

Activities and achievements

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YOUNG PEOPLE

Careers New Zealand is involved in helping young people make successful transitions from school to higher education, skills training and employment. We work with schools, tertiary education and trades training providers and the workforce/employment sector. We work collaboratively with other government agencies to deliver services that best match the needs of young people.

We work innovatively and with tailored information to reach more people and respond to their particular needs. In schools, we build capability to deliver useful and comprehensive careers education. We also deliver group guidance and build capability focused on Māori and Pasifika settings. We work with tertiary education and

CANTERBURY RECOVERY

We have been working closely with others in helping in the Canterbury recovery, including working directly face to face with people needing careers guidance as a result of the labour market disruption stemming from the earthquakes.

Careers New Zealand identified three priorities to support the recovery in Canterbury and guide our approach:

- Gaining and sharing accurate and timely labour market information in a rapidly evolving environment.
- Supporting schools and youth at risk, to ensure young people have every opportunity for tertiary and trades training and to make their contribution to the economy and community.
- Supporting a wide range of colleagues in other agencies with capability-building services and resources so the language and intent of career conversations is well understood and widely disseminated.

We are leading the development of a comprehensive careers system that supports transitions, skill development, training choices and career competency for all learners. This is one of the proposals for education renewal in the Canterbury Education Recovery Renewal programme. Through connecting and developing the Canterbury careers system through collaboration and resource sharing, we can achieve better education and employment outcomes for learners as the region continues its rebuild.

trades training providers to increase skills in the wider labour force. In the workforce/employment sector, we help young people respond to labour and employment challenges.

Most of our delivery is the provision of information, advice, guidance and capability-building. To do this, we reach more young people through providers of careers-related advice (for example, family/whānau, teachers and careers consultants). Therefore, we continue to build strong effective relationships with our stakeholders to extend our reach so that we can make young people aware of the advice and guidance they can access, the information that is available and choices they can make.

As part of our on-going work with the Canterbury Employment and Skills Board (CESB) Action Plan throughout 2011/12, we have:

- continued broadcasting a community radio show called Careers after the Quakes – this has received positive feedback and a second series will now be extended into 2012/13
- signed a service delivery agreement with Te Tapuae o Rehua (Ngāi Tahu) to support staff and students on a Māori pre-trade training programme at CPIT – the first delivery as part of this was completed in June 2012.

Canterbury Careers

In December 2011, Careers New Zealand developed a regionally focused careers subsite www.canterbury.careers.govt.nz. The website gives people information about specific jobs that are currently in demand in Canterbury and what future demand levels are expected to be. The site also contains labour market information, qualifications needed for trades related to rebuilding Christchurch and a tool to match skills to job vacancies in Canterbury.

HIGH-LEVEL OUTCOMES

The 2011/12 SOI reflects the initial stages of Careers New Zealand's shift in strategic focus and thinking on how to gauge the effectiveness of this shift. It references selected high-level population indicators as signposts of progress in the careers system. These signposts, influenced by multiple government agencies, education providers and

communities, focus on related indicators of national productivity and employment of skilled workers. The 2012/13 SOI reflects an updated approach that also includes impacts that are more directly linked to the careers sector and system. We will report on these in our 2012/13 Annual Report.

HIGH-LEVEL OUTCOMES (PAGE 8, SOI 2011/12)

High-level outcomes	Target trend	Trending ²										
<p>Labour productivity index (Based on GDP per hours worked – OECD tables)</p>	<p>Increases over time (2005 baseline: 100)</p>	<table border="1"> <caption>Labour productivity index (2005 baseline: 100)</caption> <thead> <tr> <th>Year</th> <th>Index</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>102.5</td> </tr> <tr> <td>2009</td> <td>105.2</td> </tr> <tr> <td>2010</td> <td>104.5</td> </tr> <tr> <td>2011</td> <td>102.8</td> </tr> </tbody> </table>	Year	Index	2008	102.5	2009	105.2	2010	104.5	2011	102.8
Year	Index											
2008	102.5											
2009	105.2											
2010	104.5											
2011	102.8											
<p>% of people in the workforce with tertiary or trade qualifications (Key Labour Force Measures – Statistics NZ)</p>	<p>Increases over time</p>	<table border="1"> <caption>% of people in the workforce with tertiary or trade qualifications</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>57</td> </tr> <tr> <td>2010</td> <td>57</td> </tr> <tr> <td>2011</td> <td>55</td> </tr> <tr> <td>2012</td> <td>55</td> </tr> </tbody> </table>	Year	Percentage	2009	57	2010	57	2011	55	2012	55
Year	Percentage											
2009	57											
2010	57											
2011	55											
2012	55											
<p>Number of young people not in employment, education or training (NEET data – Statistics NZ)</p>	<p>Decreases over time (000)</p>	<table border="1"> <caption>Number of young people not in employment, education or training (000)</caption> <thead> <tr> <th>Year</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>94.1</td> </tr> <tr> <td>2010</td> <td>94.6</td> </tr> <tr> <td>2011</td> <td>90.8</td> </tr> <tr> <td>2012</td> <td>94.5</td> </tr> </tbody> </table>	Year	Number	2009	94.1	2010	94.6	2011	90.8	2012	94.5
Year	Number											
2009	94.1											
2010	94.6											
2011	90.8											
2012	94.5											
<p>Tertiary and trade qualification completions (Ministry of Education)</p>	<p>Increases over time (000)</p>	<table border="1"> <caption>Tertiary and trade qualification completions (000)</caption> <thead> <tr> <th>Year</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>64.0</td> </tr> <tr> <td>2008</td> <td>68.5</td> </tr> <tr> <td>2009</td> <td>74.5</td> </tr> <tr> <td>2010</td> <td>74.5</td> </tr> </tbody> </table>	Year	Number	2007	64.0	2008	68.5	2009	74.5	2010	74.5
Year	Number											
2007	64.0											
2008	68.5											
2009	74.5											
2010	74.5											

² Based on latest published information.

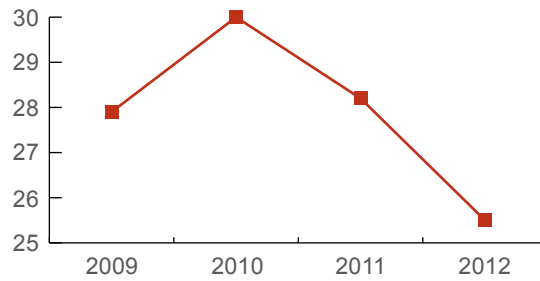
High-level outcomes

Target trend

Trending³

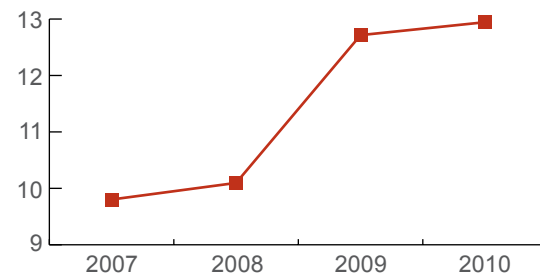
Number of young Māori not in employment, education or training
(NEET data – 15–24 years Statistics NZ)

Decreases over time
(000)



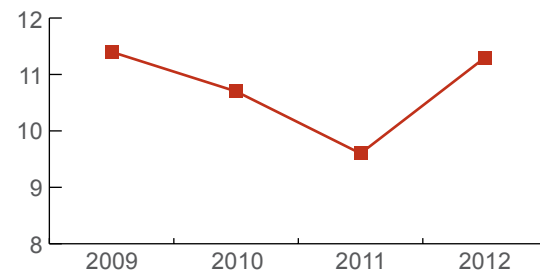
Tertiary and trade qualification completions by Māori
(Ministry of Education)

Increases over time
(000)



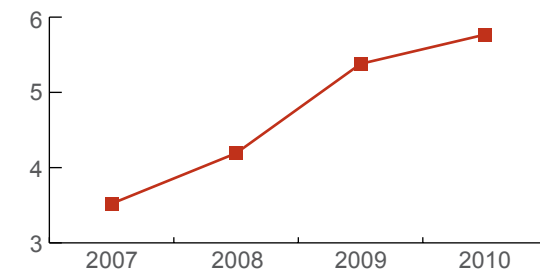
Number of young Pasifika not in employment, education or training
(NEET data – 15–24 years Statistics NZ)

Decreases over time
(000)



Tertiary and trade qualification completions by Pasifika
(Ministry of Education)

Increases over time
(000)



³ Based on latest published information.

Governance

SECTION

“ The Board has overseen an evolving strategic approach improving Careers New Zealand’s effectiveness in the careers sector and in leading and co-ordinating the careers system and contributing to the government’s Better Public Services and education sector outcomes . ”

3

BOARD MEMBERSHIP

The Board has overseen an evolving strategic approach improving Careers New Zealand's effectiveness in the careers sector and in leading and co-ordinating the careers system and contributing to the government's Better Public Services and education sector outcomes.

Rob Strathdee joined the Board in November 2011, and Dale Karauria and new Chair Peter Hughes joined in August 2012.

Having made a valuable contribution since January 2005, Carl Pascoe and Tina Wehipeihana-Wilson have completed their Board service. Arthur Graves, Board Chairperson at 30 June 2012, was appointed to the role in September 2010, having been a Board member since July 2006. Arthur reached the end of his tenure in September 2012, transitioning to incoming Chair Peter Hughes.

Professor Peter Hughes (CNZM) joined the Board in August 2012 and is the Head of the School of Government at Victoria University of Wellington. He has had a 30-year career in the New Zealand state sector, encompassing policy, operations and organisation development across a range of senior executive roles. He currently serves on a number of boards, including the government's Better Public Services Advisory Board, the Equal Employment Opportunities Trust, the Australia and New Zealand School of Government (ANZSOG) Board and the Earthquake Commission (EQC).

Bill Noble (MNZM) joined the Board in September 2010 and is Deputy Chair. Bill was Principal of Fairfield Intermediate School for over 20 years and National President of New Zealand Educational Institute (NZEI). Bill has worked as an NZEI councillor and industrial advocate since 1978, was on NZEI's National Executive for 14 years and chaired NZEI's Professional Committee for seven years. Bill was on the Ministers Advisory Committee for the NZ Primary and Intermediate School Curriculum and was the National President of the NZ Association of Intermediate and Middle Schools. He is also a member of the NZ Pure Breed Suffolk Association.

Chris Meade joined the Board in September 2010. Chris is Executive General Manager, HR, for Downer NZ, a global infrastructure company with an annual turnover of \$1.2 billion. She has held various senior managerial positions at companies such as Meadow Fresh, Fonterra

and Waitemata Health. Chris is a member of the Human Resources Institute of New Zealand and a member and past chair of the Employer Champions Group.

Markerita Poutasi joined the Board in September 2010. Markerita is Chief Executive of the Pacific Cooperation Foundation (PCF). PCF's work includes business and network development, international events such as the Pacific Showcase and new business development covering issues such as labour mobility. Markerita has a legal background having worked as an Associate Crown Counsel at the Crown Law Office (NZ) and in the private sector practising in civil matters. She is the Chairperson of the BEST Pasifika Leadership Foundation.

Professor Robert Strathdee joined the Board in November 2011. Rob is Professor of Education and Head of the Faculty of Education's School of Educational Policy and Implementation. He has published widely on educational policy and the connection between education and the labour market.

Dale Karauria (Ngāti Porou and Ngāti Kahungunu) has over 15 years' experience in government roles, including roles focused on Māori development and education. Currently, she is a director with Dakota Visions Ltd, a consultancy that works across the government sector. Prior to this, Dale worked at Te Puni Kōkiri as a priority director focusing on Māori potential. She has experience in establishing iwi and Māori education partnerships gained from three years as Senior Manager, Iwi and Māori Education Partnerships at the Ministry of Education. She has also worked in government as a Senior Advisor, Māori Affairs and has held analyst roles with the Department of Internal Affairs and the Ministry of Māori Development.

Murray Ward joined the Board in September 2010. Murray has a background in IT and a 30-year career with Datacom Systems Ltd. He is an independent director for seven commercial companies, of which he is chair of four. He is involved as an advisor to e-Centre – Massey University's business incubator. His passion is golf and he is on the board of New Zealand Golf Inc.

GOVERNANCE PHILOSOPHY

Role of the Board

Careers New Zealand is governed by a Board appointed by the Minister of Education. The Board is responsible for communicating with the Minister and other stakeholders to ensure their views are reflected in Careers New Zealand's planning, delegating responsibility for achievement of specific objectives to the Chief Executive, monitoring organisational performance towards achieving objectives, accounting to the Minister on plans and progress against these objectives and maintaining an effective internal control system.

Board membership

Board members are appointed by the Minister of Education. Appointments are made based on members having the appropriate skills and knowledge to enable the functions of the Board to be carried out competently.

Conflicts of interest

The Board maintains a register of interests and ensures Board members are aware of their obligation to declare interests as specified under the Crown Entities Act 2004 section 151(1).

Board Finance and Risk Committee

Careers New Zealand's Finance and Risk Committee is made up of the Board chairperson and two other nominated Board members. During 2011/12, Tina Wehipeihana-Wilson chaired the Finance and Risk Committee. The committee is supported by the Finance Manager and the Accountant, who is its secretary. This committee meets regularly to provide an in-depth review of the financial reports and risk management. The committee also meets at least once a year with external auditors, independently of the officials, to obtain direct assurance concerning the financial systems and controls at Careers New Zealand.

Internal Audit

The Board has overall responsibility for maintaining effective internal control systems. Internal controls include the policies, systems and procedures that have been established to ensure that specific objectives are achieved. This responsibility is acknowledged through the Annual Report's signed statement of responsibility.

Careers New Zealand has an internal audit function, which is responsible for monitoring its internal control system and the quality and reliability of financial and other information reported to the Board. Internal Audit operates independently of operational management and reports its findings directly to the Board's Finance and Risk Committee. Internal Audit liaises closely with the external auditors, who review the internal control system to the extent necessary to support their audit opinion.

Accountability

The Board meets up to 10 times a year to monitor the progress made towards its strategic objectives and to ensure that Careers New Zealand's work and activities are aligned with the Board's direction. Board members also undertake an annual whole-of-Board self-review. This enables them to evaluate specific areas such as purpose, performance, conformance and culture to identify areas for development.

Risk management

Management of risks to Careers New Zealand are the responsibility of the Board. Risks are monitored on a regular basis as part of the strategic planning process. This ensures that risk management processes and strategies are reviewed and clearly outlined in Careers New Zealand's Statement of Intent.

Legislative compliance

The Board is committed to carrying out its legislative duties as outlined in the Crown Entities Act 2004. The Board has delegated specific responsibilities to the Chief Executive to develop systems and programmes to identify compliance issues and ensure all staff are aware of their legislative requirements. The Board is also responsible for ensuring that Careers New Zealand is appropriately resourced and staffed to provide the services that are outlined in our Statement of Service Performance. Furthermore, the Board aims to be a good employer as defined in the State Sector Act 1988. Activities undertaken relating to the 'good employer' criteria are outlined in the EEO and good employer section of this Annual Report.

Organisation and capability

SECTION

“ In 2012/13, we will be ensuring that the capability and capacity of the organisation is aligned with what is required to deliver on our new strategic direction, particularly the increased emphasis on working with organisations and the concentration of our resources in the Career Capable Communities initiatives. ”

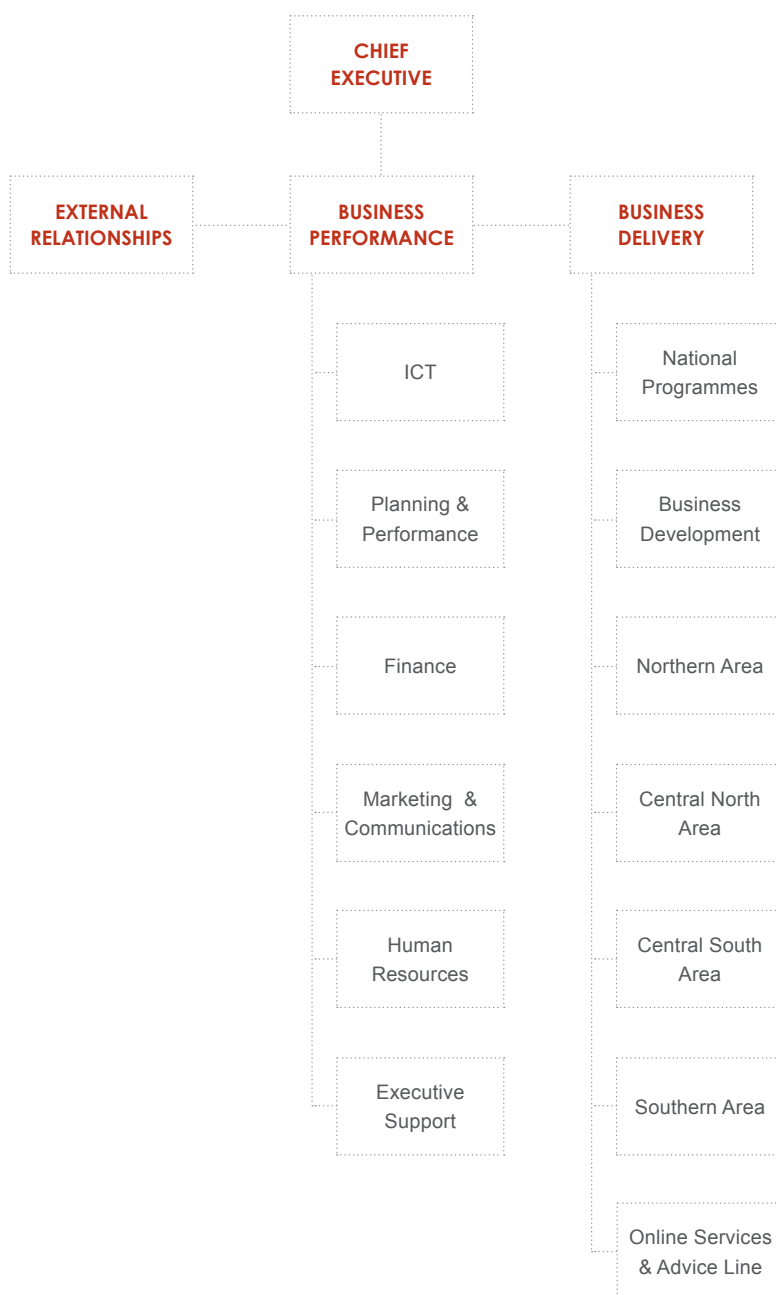
4

Organisation and capability

As at 31 October 2012, Careers New Zealand had 130 FTEs, with four positions vacant. The organisation has a national office in Wellington, which houses its corporate functions and web services, four area offices and 15 satellite offices. From these locations, staff have the mobile capacity to deliver to communities where there is the greatest need. The organisation's structure is illustrated in the table below.

ORGANISATION MAP

Overview of Careers New Zealand at 31 October 2012



Organisation and capability

Section

4

STAFF CAPABILITY, EEO AND GOOD EMPLOYER

In 2011/12, Careers New Zealand continued to build people capability, systems and processes to deliver new and expanded public services and to improve efficiency and productivity.

Investing in people and skills

Throughout the year, Careers New Zealand invested in employee development in a number of ways.

Position descriptions of the main occupational groups were updated to align with strategic objectives and provide role clarity to staff. The capability specifications have been used to identify skill and development needs.

The process of implementing career education benchmarks was successfully achieved as a result of training key staff. Tools such as Know Your Skills and Know Your CV were developed to support operational staff in the delivery of capability-building services to career influencers in the community.

Retention and capacity

At the end of 2011/12, Careers New Zealand had 140 individual staff, with 130 full-time equivalent permanent staff members and four vacancies. This is down, largely through attrition, from 146 FTEs and one vacancy at the end of 2010/11. When staff have departed we have used this as an opportunity to assess the alignment of currently established positions with our future needs. In 2012/13, we will be ensuring that the capability and capacity of the organisation is aligned with what is required to deliver on our new strategic direction, particularly the increased emphasis on working with organisations and the concentration of our resources in the Career Capable Communities initiatives.

Good employer and employment practices

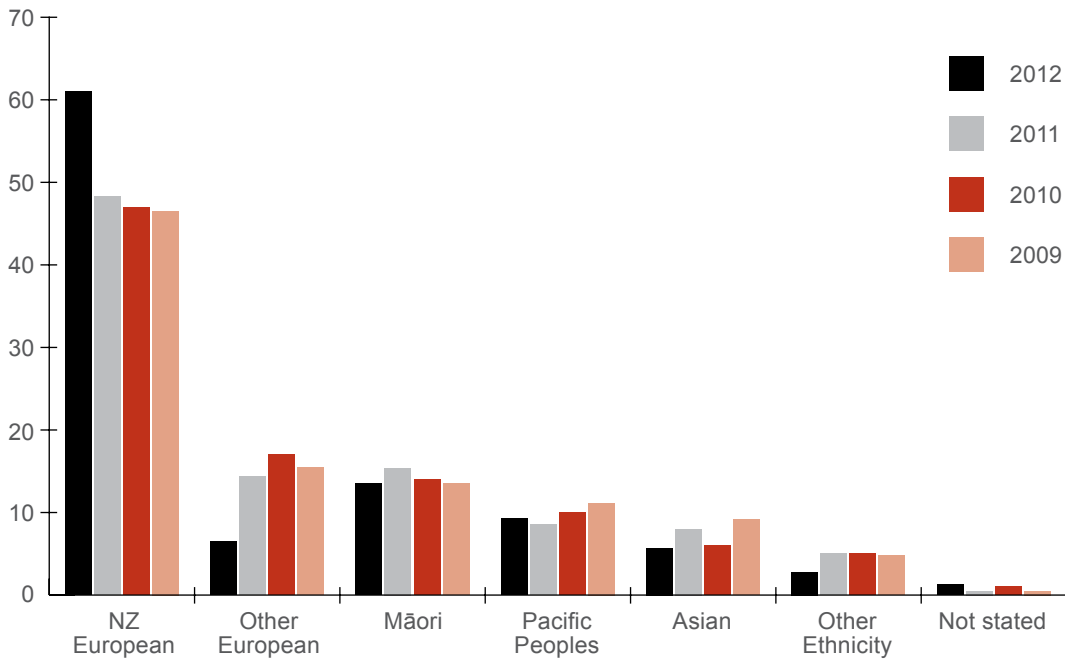
Careers New Zealand's employment practices meet the requirements of section 118 of the Crown Entities Act 2004 to be a good employer. We aim to have a diverse workforce capable of delivering effective services to our priority client groups and to provide an employment environment where each individual can contribute to the best of their potential. We monitor staff engagement, turnover and the workforce make-up, including equal employment opportunities (EEO) target groups. We use the good employer elements as a framework for EEO initiatives.

Disability

Less than 1% of permanent employees declared a physical, sensory or other type of disability.



ETHNICITY PROFILE AT 30 JUNE 2012

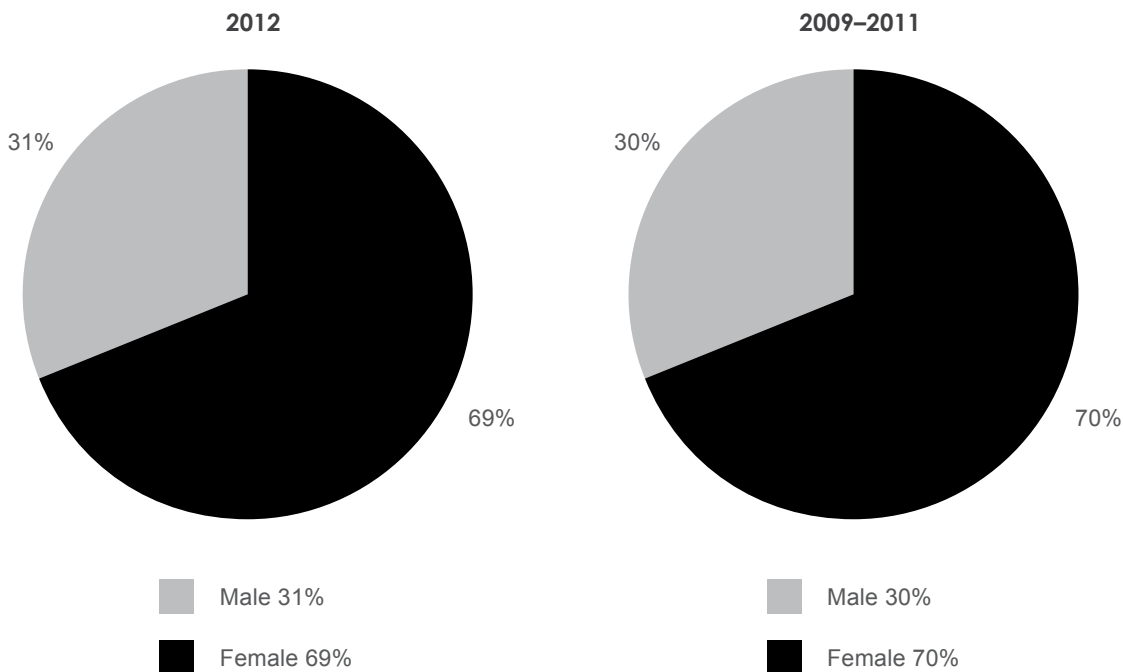


As illustrated in the table above, the ethnicity profile of Careers New Zealand has remained relatively stable over the past four years.



GENDER PROFILE (BY PERCENTAGE)

As at 30 June 2012, 69% of Careers New Zealand's staff were female and 31% were male. This is in line with the past three years, where the figure has been 70% female and 30% male.



Organisation and capability

Section

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The following table illustrates our achievements as a good employer.

Good employer element	Achievements
Leadership, accountability and culture	<ul style="list-style-type: none"> · Kaihautu, Director Māori included as member of Senior Leadership team. · Launch of the Te Ataahia (the New Dawn) concept across Careers New Zealand – emphasis on building cultural competence across the organisation. · EEO responsibilities in position descriptions.
Recruitment, selection and induction	<ul style="list-style-type: none"> · All new staff receive local and national induction. · Diversity requirements for appointment panels in place.
Employee development, promotion and exit	<ul style="list-style-type: none"> · Development plans in place for all staff. · Career development programme in place. · Secondment opportunities provided within Careers New Zealand and across the public sector.
Flexible work practices and design	<ul style="list-style-type: none"> · Flexible work options available and utilised across the organisation.
Maintaining a positive work environment	<ul style="list-style-type: none"> · Staff engagement levels gauged through annual climate review and action plans developed to support continuous improvements. · Standards of integrity and conduct training included in induction training programmes. · Allegations or complaints dealt with promptly.
Maintaining a healthy and safe workplace	<ul style="list-style-type: none"> · Local and national health and safety information and training. · Staff representatives in place and trained.

ICT AND KNOWLEDGE MANAGEMENT

Careers New Zealand is an information and knowledge-rich organisation. Having reliable systems for the management and communication of our careers expertise is core to our business. We undertake continuous improvement to work cost-effectively within our funding restraints.

We provide a public portal for information drawn from other organisations such as the Ministry of Education, Statistics New Zealand and the Ministry of Business, Innovation and Employment. We integrate and package this information so that it is most useful to our audiences to assist them with their learning and careers decisions or to help them help others with their decisions.

In the last year, Careers New Zealand has initiated and completed a number of significant projects to meet the information and technology needs of the organisation. Many of these have been focused on supporting the mobility and flexibility of our workforce and helping realise the cost efficiencies and increased effectiveness of this way of working.

Technological improvements have included

- setting up wireless networks in offices – allowing all Careers New Zealand staff to work seamlessly between offices when travelling and to work 'untethered' while in the office
- rolling out voice over IP telephony to main offices – allowing improved collaboration between staff through teleconferencing and reducing expenditure on toll calls
- implementation of a managed service for secure email, firewall, internet and virtual private networks
- upgrading staff to Windows 7 and Office 2010 products – as well as the advantages to staff for running the latest versions of key productivity software, this also aligns Careers New Zealand with the all-of-government initiative of Windows XP by 2014 and reduces our organisational risk.

Careers New Zealand remains committed to all-of-government initiatives (AoG) where there is a definite value proposition through cost reduction, efficiency or benefits for cross-agency collaboration. Key AoG initiatives we are involved in include:

- agreement for purchasing desktop and laptop computers
- Microsoft Enterprise licensing agreement
- Common Web Services Working Group participation.

We are active in a number of inter-agency groups including the Common Operating Environment Project Governance Group and the Common Communications Planning Group and the Education Sector ICT Management Committee.

During the year, there was an Archives New Zealand Public Records Act audit of Careers New Zealand's record-keeping practices. We are pleased to note that our continued efforts to improving record-keeping are standing us in good stead with favourable audit results.

Financial and service performance

SECTION

5

Statement of Responsibility

For the year ended 30 June 2012

Requirements under the Crown Entities Act 2004 section 155:

- The Board and management of Careers New Zealand accept responsibility for the preparation of the financial statements and statement of service performance and for the judgements made in them.
- The Board and management are responsible for establishing and maintaining systems of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial reporting.
- In the opinion of the Board and management of Careers New Zealand, the annual financial statements and statement of service performance for the financial year ended 30 June 2012 fairly reflect the financial position and operations of Careers New Zealand.



Peter Hughes
Board Chair
31 October 2012



Murray Ward
Board Member
31 October 2012

Section

5

Section

5

TO THE READERS OF CAREERS NEW ZEALAND'S FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2012

The Auditor-General is the auditor of Careers New Zealand. 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 statement of service performance of Careers New Zealand on her behalf.

We have audited:

- the financial statements of Careers New Zealand on pages 33 to 56, that comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of Careers New Zealand on pages 57 to 61.

OPINION

In our opinion:

- the financial statements of Careers New Zealand on pages 33 to 56:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect Careers New Zealand's:
 - financial position as at 30 June 2012; and
 - financial performance and cash flows for the year ended on that date.
- the statement of service performance of Careers New Zealand on pages 57 to 61:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects, for each class of outputs for the year ended 30 June 2012, Careers New Zealand's:
 - service performance compared with the forecasts in the statement of forecast service performance for the financial year; and
 - actual revenue and output expenses compared with the forecasts in the statement of forecast service performance at the start of the financial year.

Our audit was completed on 31 October 2012. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities, and we explain our independence.

BASIS OF OPINION

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements and statement of service performance are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and statement of service performance. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements and statement of service performance, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the preparation of Careers New Zealand's financial statements and statement of service performance that fairly reflect the matters to which they relate. We consider internal control 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 Careers New Zealand's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Board;
- the adequacy of all disclosures in the financial statements and statement of service performance; and
- the overall presentation of the financial statements and statement of service performance.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance. We have obtained all the information and explanations we have required and we believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

RESPONSIBILITIES OF THE BOARD

The Board is responsible for preparing financial statements and a statement of service performance that:

- comply with generally accepted accounting practice in New Zealand;
- fairly reflect Careers New Zealand's financial position, financial performance and cash flows; and
- fairly reflect its service performance.

The Board is also responsible for such internal control as is determined necessary to enable the preparation of financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

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

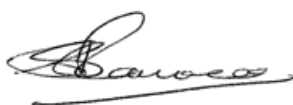
RESPONSIBILITIES OF THE AUDITOR

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you based on our audit. Our responsibility arises from section 15 of the Public Audit Act 2001 and the Crown Entities Act 2004.

INDEPENDENCE

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the New Zealand Institute of Chartered Accountants.

Other than the audit, we have no relationship with or interests in Careers New Zealand.



Clint Ramoo
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Matters relating to the electronic presentation of the audited financial statements and the statement of service performance

This audit report relates to the financial statements and the statement of service performance of Careers New Zealand for the year ended 30 June 2012 included on Careers New Zealand's website. The Careers New Zealand's Board is responsible for the maintenance and integrity of Careers New Zealand's website. We have not been engaged to report on the integrity of Careers New Zealand's website. We accept no responsibility for any changes that may have occurred to the financial statements and the statement of service performance since they were initially presented on the website.

The audit report refers only to the financial statements and the statement of service performance named above. It does not provide an opinion on any other information which may have been hyperlinked to or from the financial statements and the statement of service performance. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and the statement of service performance as well as the related audit report dated 31 October 2012 to confirm the information included in the audited financial statements and the statement of service performance presented on this website.

Legislation in New Zealand governing the preparation and dissemination of financial information may differ from legislation in other jurisdictions.

Financial Statements Careers New Zealand 2011/12

SECTION

Prepared under New Zealand equivalents to
International Financial Reporting Standards

5

Statement of comprehensive income
For the year ended 30 June 2012

Section

5

	Notes	Actual 2011/12 \$000	Budget 2011/12 \$000	Actual 2010/11 \$000
REVENUE				
Crown revenue	2	15,082	15,082	15,082
Interest income		137	100	142
Other revenue	3	444	700	448
Total revenue		15,663	15,882	15,672
EXPENSES				
Employment costs	4	10,386	11,000	11,075
Occupancy expenses		1,061	1,176	1,176
Depreciation and amortisation expense	9,10	514	700	510
Board fees and honorarium	19	111	110	111
Other expenses	5	3,125	2,896	3,042
Total expenses		15,197	15,882	15,914
TOTAL COMPREHENSIVE INCOME		466	-	(242)

Explanations of major variances against budget are provided in note 25.

The accompanying accounting policies and notes form part of these financial statements.

Statement of financial position

As at 30 June 2012

Section

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	Notes	Actual 2011/12 \$000	Budget 2011/12 \$000	Actual 2010/11 \$000
Assets				
CURRENT ASSETS				
Cash and cash equivalents	6	2,974	2,830	2,897
Debtors and other receivables	7	255	47	165
Inventories	8	5	13	16
Total current assets		3,234	2,890	3,078
NON-CURRENT ASSETS				
Property, plant and equipment	9	1,201	1,490	1,166
Intangible assets	10	524	460	476
Total non-current assets		1,725	1,950	1,642
Total assets		4,959	4,840	4,720
Liabilities				
CURRENT LIABILITIES				
Creditors and other payables	11	760	1,026	1,026
Taxes due and payable	12	196	155	237
Employee entitlements	13	739	1,047	775
Provisions	14	223	22	107
Total current liabilities		1,918	2,250	2,145
NON-CURRENT LIABILITIES				
Employee entitlements	13	-	30	-
Total liabilities		1,918	2,280	2,145
Net assets		3,041	2,560	2,575
EQUITY				
General funds		3,041	2,560	2,575
TOTAL EQUITY		3,041	2,560	2,575

The accompanying accounting policies and notes form part of these financial statements.

Statement of changes in equity

For the year ended 30 June 2012

	Actual 2011/12 \$000	Budget 2011/12 \$000	Actual 2010/11 \$000
BALANCE AT 1 JULY	2,575	2,560	2,817
Total comprehensive income	466	-	(242)
BALANCE AT 30 JUNE	3,041	2,560	2,575

The accompanying accounting policies and notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2012

	Notes	Actual 2011/12 \$000	Budget 2011/12 \$000	Actual 2010/11 \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from Crown revenue		15,082	15,082	15,082
Interest received		137	100	142
Receipts from other revenue		343	700	509
Payments to suppliers		(4,435)	(4,200)	(4,136)
Payments to employees		(10,416)	(11,160)	(11,279)
GST (net)		(39)	(140)	137
Net cash from operating activities	15	672	382	455
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts from sale of property, plant and equipment		50	-	75
Purchase of property, plant and equipment	9	(407)	(410)	(643)
Purchase of intangible assets	10	(238)	(90)	(301)
Net cash from investing activities		(595)	(500)	(869)
Net increase/(decrease) in cash and cash equivalents		77	(118)	(414)
Cash and cash equivalents at the beginning of year		2,897	2,948	3,311
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	6	2,974	2,830	2,897

The accompanying accounting policies and notes form part of these financial statements.

NOTE 1: STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2012

Reporting Entity

Careers New Zealand is a Crown entity in terms of the Crown Entities Act 2004 and is domiciled in New Zealand. Careers New Zealand's ultimate parent is the New Zealand Crown.

Careers New Zealand's primary objective is to provide public services to the New Zealand public, as opposed to that of making a financial return. Accordingly, Careers New Zealand has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

The financial statements for Careers New Zealand are for the year ended 30 June 2012 and were approved by the Board on 31 October 2012.

Basis of preparation

Statement of compliance

The financial statements of Careers New Zealand 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 NZ GAAP as appropriate for public benefit entities, and they comply with NZ IFRS.

Measurement basis

The financial statements have been prepared on a historical cost basis, except where modified by the revaluation of certain items of property, plant and equipment and the measure of equity investments and derivative financial instruments at fair value.

Functional and presentation currency

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of Careers New Zealand is New Zealand dollars (NZ\$).

Changes in accounting policies

There have been no changes in accounting policies during the financial year.

Careers New Zealand has adopted the following revisions to accounting standards during the financial year, which have had only a presentational or disclosure effect:

- Amendments to NZ IAS 1 *Presentation of Financial Statements*. The amendments introduce a requirement to present, either in the statement of changes in equity or the notes, for each component of equity, an analysis of other comprehensive income by item. Careers New Zealand has decided to present this analysis in the statement of changes in equity.
- FRS 44 *New Zealand Additional Disclosures and Amendments to NZ IFRS to harmonise with IFRS and Australian Accounting Standards (Harmonisation Amendments)*. The purpose of the new standard and amendments is to harmonise Australian and New Zealand accounting standards with source IFRS and to eliminate many of the differences between the accounting standards in each jurisdiction. The main effect of the amendments on the Careers New Zealand financial statements is that certain information about property valuations is no longer required to be disclosed. Note 9 has been updated for these changes.

Standards, amendments and interpretations issued but not yet effective that have not been early adopted and that are relevant to Careers New Zealand are:

- NZ IFRS 9 *Financial Instruments* will eventually replace NZ IAS 39 *Financial Instruments: Recognition and Measurement*. NZ IAS 39 is being replaced through the following three main phases: Phase 1 Classification and Measurement, Phase 2 Impairment Methodology and Phase 3 Hedge Accounting. Phase 1 has been completed and has been published in the new financial instrument standard NZ IFRS 9. NZ IFRS 9 uses a single approach to determine whether a financial asset is measured at amortised cost or fair value, replacing the many different rules in NZ IAS 39. The approach in NZ IFRS 9 is based on how an entity manages its financial assets (its business model) and the contractual cash flow characteristics of the financial assets. The financial liability requirements are the same as those of NZ IAS 39, except for when an entity elects to designate a financial liability at fair value through the surplus/deficit. The new standard is required to be adopted for the year ended 30 June 2016. However, as a new Accounting Standards Framework will apply before this date, there is no certainty when an equivalent standard to NZ IFRS 9 will be applied by public benefit entities.

The Minister of Commerce has approved a new Accounting Standards Framework (incorporating a Tier Strategy) developed by the External Reporting Board (XRB). Under this Accounting Standards Framework, Careers New Zealand is classified as a Tier 2 reporting entity, and it will be required to apply full Public Benefit Entity Accounting Standards (PAS). These standards are being developed by the XRB based on current International Public Sector Accounting Standards. The effective date for the new standards for public sector entities is expected to be for reporting periods beginning on or after 1 July 2014. This means Careers New Zealand expects to transition to the new standards in preparing its 30 June 2015 financial statements. As the PAS are still under development, Careers New Zealand is unable to assess the implications of the new Accounting Standards Framework at this time.

Due to the change in the Accounting Standards Framework for public benefit entities, it is expected that all new NZ IFRS and amendments to existing NZ IFRS will not be applicable to public benefit entities. Therefore, the XRB has effectively frozen the financial reporting requirements for public benefit entities up until the new Accounting Standard Framework is effective. Accordingly, no disclosure has been made about new or amended NZ IFRS that exclude public benefit entities from their scope.

Significant accounting policies

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Revenue from the Crown

Careers New Zealand is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of Careers New Zealand meeting its objectives as specified in the Statement of Intent.

Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates.

Interest

Interest income is recognised using the effective interest method. Interest income on an impaired financial asset is recognised using the original effective interest rate.

Sale of publications

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

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Provision of services

Revenue derived through the provision of services to third parties is recognised in proportion to the stage of completion at the balance sheet date. The stage of completion is assessed by measuring the services performed to date as a percentage of total services to be performed.

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

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Debtors and other receivables

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Impairment of a receivable is established when there is objective evidence that Careers New Zealand will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership and liquidation and default in payments are considered indicators that the debtor is impaired.

The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial performance. When the receivable becomes uncollectible, it is written off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

Investments

At each balance date, Careers New Zealand assesses whether there is any objective evidence that an investment is impaired.

Bank deposits

Investments in bank deposits are initially measured at fair value plus transaction costs.

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

For bank deposits, impairment is established when there is objective evidence that Careers New Zealand will not be able to collect amounts due according to the original terms of the deposit. Significant financial difficulties of the bank, probability that the bank will enter into receivership or liquidation and default in payments are considered indicators that the deposit is impaired.

Inventories

Inventories held for distribution in the provision of services that are not issued on a commercial basis are measured at cost (using the FIFO method), adjusted, when applicable, for any loss of service potential. The loss of service potential of inventory held for distribution is determined on the basis of obsolescence. Where inventories are acquired at no cost or for nominal consideration, the cost is the current replacement cost at the date of acquisition.

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost (using the FIFO method) and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in surplus or deficit in the period of the write-down.

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 shown at cost less any 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.

Where an asset is acquired at no cost or for a nominal cost, it is recognised at 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 included 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 of the major classes of assets have been estimated as follows:

- Office equipment – three to five years 33–20%
- Computer systems – three to four years 33–25%
- Motor vehicles – four years 25%
- Leasehold improvements – over the useful life of the lease

Notes to the financial statements

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Fixed assets costing more than \$2,500 are capitalised. All other fixed assets costing less than \$2,500 are to be expensed as minor assets in the year of purchase. These asset thresholds are reviewed annually and approved by the Board.

Intangible assets

Software acquisition and development

Acquired computer software licences 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 enhancing the website's service potential are capitalised.

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 period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated at three to four years.

Impairment of non-financial assets

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that 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 amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is 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 amount, the asset is impaired and the carrying amount is written down to the recoverable amount.

Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Employee entitlements

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured at nominal values based on accrued entitlement 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.

A liability and expense is recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Entitlements that are payable beyond 12 months after the end of the period in which the employee renders the related services, such as long-service leave and retirement leave, have been calculated on an actuarial basis.

The calculations are based on:

- likely future entitlements accruing to staff based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information
- the present value of the estimated future cash flows.

Expected future payments are discounted using market yields on government bonds at balance date with terms to maturity that match, as closely as possible, the estimated future cash outflows for entitlements. This inflation factor is based on the expected long-term increase in remuneration for employees.

The discount rate is based on the weighted average of interest rates for government stock with terms to maturity similar to those of the relevant liabilities. The inflation factor is based on the expected long-term increase in remuneration for employees.

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 statement of financial performance 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 expenditures 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 expenditures 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.

Notes to the financial statements

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Goods and services tax (GST)

All items in the financial statements are presented exclusive of goods and services tax (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 IRD, 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 intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ IFRS, using accounting policies that are consistent with those adopted by Careers New Zealand for the preparation of the financial statements.

Cost allocation

Direct costs are charged to specific outputs based on the estimated productive time allocated to each output.

Indirect costs are allocated to output classes on the estimated productive time allocated to each output.

Definition of terms

- Direct costs are costs that are causally linked to output classes.
- Indirect costs are all other costs, which include financial and administration costs, computer systems and depreciation.

For the year ended 30 June 2012, direct costs accounted for 69% of Careers New Zealand's total costs (2011: 68%).

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.

Property, plant and equipment useful lives and residual value

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 statement of financial performance 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
- review of second-hand market prices for similar assets
- analysis of prior asset sales.

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

NOTE 2: REVENUE FROM CROWN

Careers New Zealand has been provided with funding from the Crown for the specific purposes of Careers New Zealand as set out in its founding legislation and the scope of the relevant government appropriations. Apart from these general restrictions, there are no unfulfilled conditions or contingencies attached to government funding (2011: nil).

	2011/12 \$000	2010/11 \$000
Crown revenue	15,082	15,082
TOTAL CROWN REVENUE	15,082	15,082

NOTE 3: OTHER REVENUE

	2011/12 \$000	2010/11 \$000
Contract services and fees	421	408
Commercial products	19	40
Gain on sale of property, plant and equipment	4	0
TOTAL	444	448

NOTE 4: EMPLOYMENT COSTS

	2011/12 \$000	2010/11 \$000
Salaries and wages	9,833	10,377
Employer contributions to defined contributions plans	268	308
Increase/(decrease) in employee entitlements (note 13)	(36)	(103)
Other employment costs	321	493
TOTAL	10,386	11,075

Defined contributions plans include those of KiwiSaver, the State Sector Retirement Savings Scheme (SSRSS) and the Government Superannuation Fund (GSF).

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NOTE 5: OTHER EXPENSES

	2011/12 \$000	2010/11 \$000
Audit fees for financial statement audit	42	40
Staff travel	443	457
Impairment of receivables	0	3
Loss on sale of property, plant and equipment	0	3
Inventories consumed	10	28
Consultancy	697	570
Additional provision make-good	140	6
Communication expenses	701	746
Marketing expenditure	420	426
Other expenses	672	763
TOTAL OTHER EXPENSES	3,125	3,042

NOTE 6: CASH AND CASH EQUIVALENTS

	2011/12 \$000	2010/11 \$000
Cash on hand and at bank	264	217
Cash equivalents – term deposits	2,700	2,670
– accrued interest on term deposits	10	10
TOTAL CASH AND CASH EQUIVALENTS	2,974	2,897

In accordance with its investment policy, all Careers New Zealand term deposits are short-term with maturity dates of three months or less. Their carrying value approximates fair value. All short-term deposits were either with Westpac Banking Corporation or The National Bank. At 30 June 2012, short-term deposits were for an average of 81 days (2011: 80 days) with a weighted average effective interest rate of 3.55% pa (2011: 3.58%).

NOTE 7: DEBTORS AND OTHER RECEIVABLES

	2011/12 \$000	2010/11 \$000
DEBTORS	119	61
Less: Provision for impairment	0	(3)
Total debtors	119	58
OTHER RECEIVABLES		
Prepayment	136	107
Total other receivables	136	107
TOTAL DEBTORS AND OTHER RECEIVABLES	255	165

The carrying value of receivables approximates their fair value.

As at 30 June 2012, all overdue debtors have been assessed for impairment and appropriate provisions applied, as detailed below:

	Gross \$000	2011/12 Impairment \$000	Net \$000	Gross \$000	2010/11 Impairment \$000	Net \$000
Not past due	119	0	119	0	0	0
Past due 1–30 days	0	0	0	53	0	53
Past due 31–60 days	0	0	0	5	0	5
Past due 61–90 days	0	0	0	0	0	0
Past due > 90 days	0	0	0	3	3	0
TOTAL	119	0	119	61	3	58

All receivables greater than 30 days in age are considered to be past due.

The provision for impairment has been calculated based on expected losses for Careers New Zealand's pool of debtors.

Expected losses have been determined based on an analysis of Careers New Zealand's losses in previous periods and review of specific debtors.

At 30 June 2012, Careers New Zealand has identified no insolvent debtors or provisions for bad debts. (2011: \$3,000).

NOTE 8: INVENTORIES

	2011/12 \$000	2010/11 \$000
Inventory held for the use in the provision of goods and services	5	16
TOTAL INVENTORIES	5	16

The write-down of inventories held for distribution amounted to nil (2011: nil). No inventories are pledged as security for liabilities.

Notes to the financial statements

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NOTE 9: PROPERTY, PLANT AND EQUIPMENT

	Office equipment \$000	Computer systems \$000	Motor vehicles \$000	Leasehold improvements \$000	TOTAL
COST OR VALUATION					
Balance at 1 July 2010	299	1,574	792	333	2,998
Additions	113	261	246	24	644
Disposals and adjustments	(72)	(378)	(191)	0	(641)
Balance at 30 June 2011	340	1,457	847	357	3,001
Balance at 1 July 2011	340	1,457	847	357	3,001
Additions	30	225	0	152	407
Disposals and adjustments	(6)	(151)	(153)	(71)	(381)
Balance at 30 June 2012	364	1,531	694	438	3,027
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES					
Balance at 1 July 2010	290	1,140	428	311	2,169
Depreciation expense	25	145	59	19	248
Eliminate on disposal	(72)	(375)	(135)	0	(582)
Balance at 30 June 2011	243	910	352	330	1,835
Balance at 1 July 2011	243	910	352	330	1,835
Depreciation expense	29	191	93	11	324
Eliminate on disposal	(5)	(151)	(106)	(71)	(333)
Balance at 30 June 2012	267	950	339	270	1,826
CARRYING AMOUNTS					
At 30 June 2010	9	434	364	22	829
At 30 June and 1 July 2011	97	547	495	27	1,166
AT 30 JUNE 2012	97	581	355	168	1,201

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

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's property, plant and equipment, nor are these assets pledged as security for liabilities.

Property, plant and equipment work in progress balance is nil (2011: \$289,000).

NOTE 10: INTANGIBLE ASSETS

	Acquired software \$000	Total \$000
COST		
Balance at 30 June 2010	3,039	3,039
Additions	301	301
Disposals	(133)	(133)
Balance at 30 June 2011	3,207	3,207
Balance at 1 July 2011	3,207	3,207
Additions	238	238
Disposals	0	0
Balance at 30 June 2012	3,445	3,445
ACCUMULATED AMORTISATION AND IMPAIRMENT LOSSES		
Balance at 1 July 2010	2,580	2,580
Amortisation expense	262	262
Disposals	(111)	(111)
Balance at 30 June 2011	2,731	2,731
Balance at 1 July 2011	2,731	2,731
Amortisation expense	190	190
Disposals	0	0
Balance at 30 June 2012	2,921	2,921
CARRYING AMOUNTS		
At 1 July 2010	459	459
At 30 June and 1 July 2011	476	476
AT 30 JUNE 2012	524	524

Intangible assets work in progress balance is \$28,000 (2011: \$14,000).

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

NOTE 11: CREDITORS AND OTHER PAYABLES

	2011/12 \$000	2010/11 \$000
Creditors	488	484
Income in advance	0	41
Accrued expenses	272	501
TOTAL CREDITORS AND OTHER PAYABLES	760	1,026

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.

Notes to the financial statements

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NOTE 12: TAXES DUE AND PAYABLE

	2011/12 \$000	2010/11 \$000
Fringe benefit tax (FBT)	2	4
Goods and services tax (GST)	194	233
TOTAL	196	237

NOTE 13: EMPLOYEE ENTITLEMENTS

	2011/12 \$000	2010/11 \$000
CURRENT EMPLOYEE ENTITLEMENTS ARE REPRESENTED BY:		
Accrued salaries and wages	132	97
Annual leave	585	653
Sick leave	22	25
Total current portion	739	775
TOTAL	739	775

NOTE 14: PROVISIONS

	2011/12 \$000	2010/11 \$000
CURRENT PROVISIONS ARE REPRESENTED BY:		
Lease make-good	200	107
Onerous contract	23	0
TOTAL PROVISIONS	223	107

Movements for each class of provision are as follows:

	Lease make-good	Onerous contracts
Balance at 1 July 2010	100	0
Additional provisions made	7	0
Balance at 30 June 2011	107	0
Balance at 1 July 2011	107	0
Additional provisions made	93	23
Amounts used	0	0
BALANCE AT 30 JUNE 2012	200	23

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 to remove any fixtures or fittings installed by Careers New Zealand. In many cases, Careers New Zealand has the option to renew these leases, which impacts on the timing of expected cash outflows to make good the premises. The cash flows associated with the lease make-good provision has occurred at 31 July 2012.

Information about Careers New Zealand's leasing arrangements is disclosed in note 16.

Onerous contracts provision

Careers New Zealand has a non-cancellable lease for office space that is no longer used due to relocation of the National and Wellington office in June 2012. The lease expired on 31 July 2012.

A provision has been recognised for the obligation of the future discounted rental payment.

NOTE 15: RECONCILIATION OF NET SURPLUS/(DEFICIT) TO NET CASH FROM OPERATING ACTIVITIES

	2011/12 \$000	2010/11 \$000
Net surplus/(deficit)	466	(242)
ADD/(LESS) NON-CASH ITEMS:		
Depreciation and amortisation expenses	514	510
Increase/(decrease) in bad and doubtful debts	(3)	3
Increase/(decrease) in non-current employee entitlements	0	(28)
Total non-cash items	511	485
ADD/(LESS) ITEM CLASSIFIED AS INVESTING ACTIVITY:		
(Gains)/losses on sale of property, plant and equipment	(4)	3
Total items classified as investing activities	(4)	3
ADD/(LESS) MOVEMENTS IN WORKING CAPITAL ITEMS:		
(Increase)/decrease in accounts receivable	(85)	162
(Increase)/decrease in inventories	11	22
Increase/(decrease) in revenue in advance	(41)	41
Increase/(decrease) in operating accounts payable	(227)	(89)
Increase/(decrease) in GST	(39)	135
Increase/(decrease) in taxes payable	(2)	0
Increase/(decrease) in current employee entitlements	(35)	(70)
Increase/(decrease) in provisions	117	8
Net movements in working capital items	(301)	209
NET CASHFLOW FROM OPERATING ACTIVITIES	672	455

Notes to the financial statements

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NOTE 16: CAPITAL COMMITMENTS AND OPERATING LEASES

Capital commitments

Careers New Zealand did not have any capital commitments at 30 June 2012 (2011: nil).

Operating leases as lessee

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

	2011/12 \$000	2010/11 \$000
Not later than one year	709	766
Later than one year and not later than five years	1,768	1,273
Later than five years	535	17
TOTAL NON-CANCELLABLE OPERATING LEASES	3,012	2,056

Careers New Zealand has 16 property leases. None has been sublet.

For the purposes of calculating the non-cancellable operating leases commitment, the renewal date has been used as the final date.

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.

NOTE 17: CONTINGENCIES

Contingent liabilities

There were no contingent liabilities at 30 June 2012 (2011: nil).

Contingent assets

Careers New Zealand has no contingent assets (2011: nil).

NOTE 18: RELATED-PARTY TRANSACTIONS AND KEY MANAGEMENT PERSONNEL

Related party transactions

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

Significant transactions with government-related entities

Careers New Zealand has been provided with funding from the Ministry of Education of \$15.082 million (2011: \$15.082 million).

The government significantly influences the role of Careers New Zealand in addition to being its major source of revenue.

Collectively but not individually significant transactions with government-related entities

In conducting its activities, Careers New Zealand is required to pay various taxes and levies (such as GST, FBT, PAYE and ACC levies) to the Crown and entities related to the Crown. The payment of these taxes and levies, other than income tax, is based on the standard terms and conditions that apply to all tax and levy payers. Careers New Zealand is exempt from paying income tax.

Careers New Zealand also received revenue from other government departments for the year ended 30 June 2012. Receipts from these government departments totaled \$238,000 (2011: \$103,000). These receipts included revenue from the Ministry of Social Development, Inland Revenue, Department of Labour, Ministry of Education and New Zealand Defence Force.

Careers New Zealand also purchases goods and services from entities controlled, significantly influenced or jointly controlled by the Crown. Purchases from these government-related entities for the year ended 30 June 2012 totalled \$307,000 (2011: \$323,000). These purchases included the purchase of electricity from Meridian Energy Limited and Genesis Power Limited, air travel from Air New Zealand and postal services from New Zealand Post.

Other than those described above, there have been no transactions between Careers New Zealand and any related parties.

Key management personnel compensation

	2011/12 \$000	2010/11 \$000
Salaries and other short-term employee benefits	1,141	1,172
Post-employment benefits	0	0
Other long-term benefits	0	0
Termination benefits	53	0
TOTAL KEY MANAGEMENT PERSONNEL	1,194	1,172

Key management personnel include all Board members, the Chief Executive and the Senior Management Team.

Notes to the financial statements

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NOTE 19: BOARD MEMBER REMUNERATION

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

	Actual 2011/12 \$000	Actual 2010/11 \$000
K Turner (Former Chairperson)	0	10
A Graves (Chairperson)	32	27
M Lips-Wiersma (Former Member)	0	3
B Kennerley (Former Deputy Chair)	0	5
T McNaughton (Former Member)	0	3
T Wehipeihana-Wilson	13	12
C Pascoe (Former Member)	5	12
W Noble (Deputy Chair)	15	12
C Meade	12	9
M Poutasi	12	9
M Ward	12	9
R Strathdee	10	0
TOTAL	111	111

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 (2011: nil).

NOTE 20: EMPLOYEE REMUNERATION

The following table shows the number of people who earned \$100,000 or more in the financial year ending 30 June 2012.

Earnings	Number of people 2011/12	Number of people 2010/11
\$100,000–\$109,999	2	6
\$110,000–\$119,999	5	1
\$120,000–\$129,999	3	0
\$130,000–\$139,999	0	0
\$140,000–\$149,999	0	1
\$150,000–\$159,999	0	1
\$160,000–\$169,999	1	2
\$170,000–\$179,999	0	0
\$180,000–\$189,999	0	0
\$190,000–\$199,999	0	0
\$200,000–\$209,999	0	1
\$210,000–\$219,999	0	0
\$220,000–\$229,999	1	0
\$230,000–\$289,999	0	0
\$290,000–\$299,999	1	0
TOTAL EMPLOYEES	13	12

During the year ended 30 June 2012, three severance payments of \$83,976.96 were made (2011: \$20,393.32).

NOTE 21: EVENTS AFTER BALANCE SHEET DATE

There were no significant events after the balance sheet date.

NOTE 22: CATEGORIES OF FINANCIAL ASSETS AND LIABILITIES

The carrying amounts of financial assets and liabilities in each of the NZ IAS 39 categories are as follows:

	Actual 2011/12 \$000	Actual 2010/11 \$000
LOANS AND RECEIVABLES		
Cash and cash equivalents (note 6)	2,974	2,897
Debtors and other receivables (note 7)	255	165
Total loans and receivables	3,229	3,062
FINANCIAL LIABILITIES MEASURED AT AMORTISED COST		
Creditors and other payables (note 11)	760	1,026
Total financial liabilities measured at amortised cost	760	1,026

Notes to the financial statements

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NOTE 23: FINANCIAL INSTRUMENT RISKS

Credit risk

In the normal course of its business, Careers New Zealand incurs credit risk from trade debtors and transactions with financial institutions. There are no significant concentrations of credit risk. Careers New Zealand has a credit and debt collection policy, which is used to manage this exposure.

Careers New Zealand does not have any significant credit risk exposure to a single counterparty or any group of counterparties having similar characteristics due to the large number of customers included in Careers New Zealand's customer base. The credit risk on cash at bank and short-term investments is limited, as Careers New Zealand spreads its business amongst a number of AA-rated counterparties. The credit risk relating to cash at bank and short-term investments is insured by the government deposit guarantee scheme up to a maximum of \$1,000,000 per depositor per guaranteed institution.

Careers New Zealand places funds on short-term deposits with registered banks.

The fair value of other financial instruments is equivalent to the carrying amount disclosed in the statement of financial position.

Interest rate risk

Careers New Zealand has no significant exposure to interest rate risk.

Particular investments and exposure to any one financial institution is limited and in accordance with Careers New Zealand's investment policy.

Liquidity risk

Liquidity risk is the risk that Careers New Zealand will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Careers New Zealand aims to maintain flexibility in funding by keeping committed credit lines available.

In meeting its liquidity requirements, Careers New Zealand maintains a target level of investments that must mature within three months or less.

Careers New Zealand holds a Westpac Business Card facility with a limit of \$20,000.

The table below analyses Careers New Zealand's financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to the contractual maturity date.

	Less than six months \$000	Between six months and one year \$000	Between one and five years \$000
2010/11			
Creditors and other payables	1,026	0	0
TOTAL	1,026	0	0
2011/12			
Creditors and other payables	760	0	0
TOTAL	760	0	0

NOTE 24: CAPITAL MANAGEMENT

Careers New Zealand's capital is its equity, which comprises of accumulated funds and retained earnings. Equity is represented by net assets.

Careers New Zealand is subject to the financial management and accountability provisions of the Crown Entities Act 2004, which impose restrictions in relation to borrowings, acquisition of securities, issuing guarantees and indemnities and the use of derivatives.

Careers New Zealand manages its equity as a by-product of prudently managing revenues, expenses, assets, liabilities and general financial dealings to ensure Careers New Zealand effectively achieves its objectives and purpose, whilst remaining a going concern.

NOTE 25: EXPLANATION OF SIGNIFICANT VARIANCES AGAINST BUDGET

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

Statement of comprehensive income

Other income

Other revenue was less than budgeted by \$256,000 due to a decrease in non-output contract revenue.

Expenses

Employment costs were less than budgeted by \$614,000 mainly due to the delays in recruitment or the non-replacement of vacant positions and a decrease in training and development costs.

Depreciation costs were less than budgeted by \$186,000 due to capital expenditure being lower than anticipated.

Consolidated statement of cost of services

For the year ended 30 June 2012

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Services purchased by the Minister of Education:

During the 2011/12 financial year, Careers New Zealand reclassified its outputs into the following two outputs:

	Actual 2011/12 \$000	Budget 2011/12 \$000
OUTPUT 1: IMPROVING THE NEW ZEALAND CAREERS SYSTEM		
Revenue	5,137	5,137
Expenditure	7,840	5,137
SURPLUS/(DEFICIT)	(2,703)	nil
OUTPUT 2: PROVIDING CAREER SUPPORT SERVICES		
Revenue	9,945	9,945
Expenditure	6,666	9,945
SURPLUS/(DEFICIT)	3,279	nil
Surplus/(deficit)	576	nil

Comparable figures have not been presented due to the reclassification of outputs from 2011.

Statement of service performance 2011/12

Non-financial measures (output agreement/forecast service performance) and results for the year ended 30 June 2012

PREAMBLE

The statement of service performance reflects a successful year. On the whole, targets have been met or bettered, although some quality results were not achieved. We will use these results to look at ways in which we can improve the quality of services in these areas.

Previously as Career Services (until August 2011), the organisation began a significant shift in strategic focus. Our monitoring of performance is increasingly focused on the impact of our programmes of work and the contribution we make to population level outcomes. This initiated the first of three cycles of changes in performance measures, starting with the Statement of Intent (SOI) 2011/12. Those measures in SOI 2011/12 reflect the shifting strategic focus and the

increased focus on showing the impact of outputs and how they contribute to government goals and education sector outcomes. SOI 2012/13 (www2.careers.govt.nz/about-career-services/our-publications/) represents the second cycle in the evolution of performance measures as the organisation starts to operationalise significant strategic programmes of work. This will be reflected in the Annual Report for the year ending 30 June 2013. It is anticipated that SOI 2013/14, the third cycle, will reflect the advanced development and implementation of the strategic programmes of work. The performance measures in the annual report for the year ending 30 June 2014 are expected therefore to be either previously established or establishing benchmarks for at least the next four to five years.

Statement of service performance 2011/12

Non-financial measures (output agreement/forecast service performance) and results for the year ended 30 June 2012

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IMPROVING THE CAREERS SYSTEM (PP. 32–34 SOI 2011/12)

Measures	SOI 2011/12	Result at 30 June 2012	Result at 30 June 2011	Result at 30 June 2010	Comments
RESULTS					
% of New Zealanders who know how to make decisions about work and learning	Setting baseline NEW MEASURE	71%	-	-	Measure has been modified. Result is for 15–24-year-olds' confidence in ability to make career-related decisions (as this relates to priority NEET ⁴ age range).
% of people who have helped someone make a decision as a result of attending a capability-building session	65%	59%	45%	New measure	While a significant improvement from last year, this is below the target set. We are looking at both the survey methodology and nature of service provision.
% of schools that found customised advice from Careers New Zealand improved their understanding about career education	85%	69%	76%	83%	This is a slight fall in result from last year and below target. We are reviewing our service offering to schools to ensure it is meeting needs. In the current financial year this advice will be strongly aligned with the Career Education Benchmarks (Secondary). We assisted more schools than forecast (see under quantity/timeliness below).
% of schools receiving intensive assistance that are able to deliver more effective career education programmes	95%	94%	100%	94%	A strong focus on lifting the quality of careers programmes in schools prioritised for intensive support is working well.
% of tertiary providers and others who are able to deliver more effective career education programmes	80% NEW MEASURE	72%	-	-	While below target for 2011/12 we are confident the Career Development Benchmarks (Tertiary) launched in September 2012 will improve results in this area.
% of Māori and Pasifika students attending group sessions who have made a decision or have all the information they need to make a decision	85% NEW MEASURE	92% (indicative only)	-	-	The survey process will be reviewed to improve the statistical significance of this result.

⁴ NEET: not in education, employment or training

Measures	SOI 2011/12	Result at 30 June 2012	Result at 30 June 2011	Result at 30 June 2010	Comments
QUANTITY/TIMELINESS					
Number of people attending capability-building sessions	7,000	7,134	4,379	4,361	Reflects shifting strategy to give more emphasis to lifting the quality of sector-wide careers advice and guidance.
% of secondary schools receiving customised advice	40%	63%	62%	58%	Including schools helped with Career Education Benchmarks (from 2011/12).
Number of schools worked with intensively to assist them to develop and implement career education plans and meet quality benchmarks (once these are developed)	60	65	58	59	We have capacity to work intensively with about 60 schools selected on the basis of need, willingness and success factors. We may have to work with some schools for two to three years before they are able to implement school-wide career plans.
Number of students attending group career planning sessions focused for Māori and Pasifika students	6,000 NEW MEASURE	6,336	-	-	New SOI measure focused on priority youth populations, related to educational achievement and future employment.
Number of tertiary providers, community organisations, ITOs and other agencies receiving assistance	15 NEW MEASURE	24	-	-	At 30 June, these were at various stages of preparation and development.
Benchmarks for career education in schools developed, promulgated and promoted	31 December 2011 NEW MEASURE	October 2011	-	-	These are the first of three sets of Career Education benchmarks.

Statement of service performance 2011/12

Non-financial measures (output agreement/forecast service performance) and results for the year ended 30 June 2012

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Measures	SOI 2011/12	Result at 30 June 2012	Result at 30 June 2011	Result at 30 June 2010	Comments
QUALITY					
% of people who found the capability-building sessions met their needs	97%	96%	90%	96%	Products and services are designed to deliver the relevant information.
% of schools that found our assistance met their needs to a reasonable or large extent	82%	85%	89%	94%	Schools not being worked with intensively often want more from us than our resources allow.
% of schools that found the intensive assistance met their needs	80%	96%	98%	94%	We may have to work with some schools for two to three years before they are able to implement school-wide career plans.
% of Māori and Pasifika students who found the group sessions met their needs	84%	75.5% (indicative only)	-	-	New SOI measure. The survey process will be reviewed to improve significance of result.
% of tertiary providers who found our assistance met their needs	80% NEW MEASURE	82%	-	-	2011/12 is the start of work to lift the quality of careers advice in post-school education settings.

PROVIDING CAREER SUPPORT SERVICES (PP. 35–36 SOI 2011/12)

Measures	SOI 2011/12	Result at 30 June 2012	Result at 30 June 2011	Result at 30 June 2010	Comments
RESULTS					
% of people who feel more confident about making decisions about work and learning as a result of our services	60% CHANGED MEASURE	68%	-	-	Changed from 'improved client confidence in future options'.
% of people who have made a decision aided by our services or who have all the information they need to make a decision	80% CHANGED MEASURE	82%	-	-	Combines two previously separate but related measures.
% of people who have taken the next step regarding work and/or learning within three months of accessing our services	50% NEW MEASURE	74%	-	-	New SOI measure. Target to be reviewed.
QUANTITY					
Web hits (NZ-based)	3.2 million	3,688,992	3,015,551	2,612,689	NZ and overseas-based hits totalled 5,490,205 .
Number of My Career Space registrations	50,000 new registrations	54,191	53,154	-	My Career Space is an online personal portfolio for saving job research and an updatable CV. Information from this service will help us learn more about users so that we can improve services.
Number of information, advice and guidance services delivered individually or in a group setting	60,000	62,365	Advice 38,309 Guidance 23,143	Advice 46,799 Guidance 19,294	Advice and guidance were reported separately up to 2011.
QUALITY					
% of people who say website is easy to use and up to date	85%	68%	63%	82%	68% of respondents said the website is both easy to use and up to date. However, 88% of respondents said the website is easy to use, whilst 74% said the website is up to date. The words 'up to date' were added for 2010/11.
% of people who find the information, advice and guidance they receive meets their needs	85%	85%	Advice 86.5% Guidance 85%	Advice 82% Guidance 87%	Combined advice and guidance result. Reported separately up to 2011.

PERFORMANCE IMPROVEMENT ACTIONS (P. 37 SOI 2011/12)

Action	SOI 2011/12 deliverables	Result at 30 June 2012 Comments
Increase efficiency and improve services to the public through Careers New Zealand's new emphasis on capability-building	<p>Develop and implement processes for measuring the number of people we have assisted indirectly through building the capability of others</p> <p>Evaluate the impact of capability-building services on people reached indirectly</p>	<p>We have done this in relation to our intensive work with schools and will introduce progressively into our other service areas as appropriate.</p> <p>In the 2012 academic calendar year, we are trialling a survey of a limited number of tertiary education and community organisations with whom we are working intensively to help develop their careers programmes. This survey may lead to the development of additional evaluation work, which might include learners who have careers advice after our intensive work with the organisations is complete.</p>
Improve the effectiveness of our services over the medium term	Effectiveness of services, as measured by the % of people who have made a career-related decision or who have helped others to make a career-related decision, increases between 2010/11 and 2011/12 results	59% of people who attended Careers New Zealand capability building training reported having helped someone make a decision about training, study or career options, up from 45% in 2010/11. 64% of users who accessed Careers New Zealand's self-help, advice and guidance services reported that it helped a reasonable or large amount in making a decision about career or job options, slightly down from 68% in 2010/11.
Make further savings to administration expenditure and other overheads	<p>Business processes examined to seek savings through streamlining by 30 June 2012</p> <p>On-going participation in all-of-government services, such as the Education Commons Network and All-of-Government Education Sector Alignment Group, with a view to realising further IT-related savings</p>	<p>The move to our new National Office premises in June 2012 has resulted in a decrease in facility costs and related office equipment expenses. By centralising a number of business processes, savings have been generated and will be on-going into future periods. The on-going review of our service agreements has created savings and ensures that we are receiving value for money. We are actively engaging with suitable all-of-government contracts.</p> <p>We are also participating in HR Optimise and Finance Optimise initiatives, taking a cross-agency shared approach to HR and Finance service delivery. A shared service delivery model aims to ensure minimised process costs, maximised asset resource sharing, standardised services, and better public service for less cost.</p> <p>We are members of the Education Sector ICT Management Group, which has driven savings and efficiencies across the sector. For example, a shared data centre across the sector has resulted in lowered costs and will result in on-going efficiencies. We have also been part of the Common Operating Environment Project Governance Group throughout 2011/12. This will drive savings and efficiencies across government in the procurement of software. We have had input into the Common Web Services Working Group, focused on better sharing of web services expertise across agencies.</p>

“ Recently, Careers New Zealand has developed career education benchmarks for use in secondary school career programmes. The benchmarks have been derived from international standards for career guidance and education. They are an important resource in New Zealand schools. Although the benchmarks are non-binding, they provide clear goals to guide the work of career advisers in school settings. *Australian Journal of Career Development* Volume 21, Number 2, Winter 2012. ”

