



Waihanga Ara Rau

Pūrongo ā-Tau | Annual Report 2024



WAIHANGA ARA RAU

Construction and
Infrastructure

Workforce Development Council

Waihanga Ara Rau Annual Report 2024 Publisher

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**Construction and
Infrastructure**

Workforce Development Council

Rārangi Take

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He kupu nā ngā Heamana Tairua

Co-Chairs' report

Kia ora koutou

We are pleased to present our Annual Report for the period from 1 July 2023 to 30 June 2024. This year, Waihanga Ara Rau has continued to build on its foundational work, driving meaningful progress in delivering positive workforce outcomes for the construction and infrastructure industries. Our efforts have been centred on meeting the evolving needs of these critical sectors, ensuring they are well-positioned to tackle future challenges.

Our efforts in industry engagement have yielded significant results, as we've increased our reach across the sector. These engagements have been crucial in deepening our insights and relationships with industry stakeholders, ensuring their voices are heard and inform our work and advice. This collaborative approach has been central to our success, enabling us to respond more effectively to the evolving needs of the industry.

A key highlight of this year has been the development and introduction of new qualifications and micro-credentials in areas critical to the sector's future, such as underground utility location and temporary traffic management. These developments underscore our commitment to ensuring that our workforce is equipped with the skills necessary to meet the demands of an ever-changing industry landscape.

Completing our Māori and Pacific Peoples Workforce Development Plans marks a significant step forward in our commitment to honouring Te Tiriti o Waitangi and equity. These plans will guide our ongoing efforts to better serve these communities, ensuring that their needs are addressed within the broader workforce strategies.

This year we held the successful 'Thriving People Thriving Industry' Workforce Summit, which brought together over 300 industry leaders. This event underscored our role as a central convener in the sector, facilitating critical discussions that will shape the future of our workforce.

Our Council thanked Brendon Green as he departed as a Waihanga Ara Rau Council Member on 30 June 2024. Brendon had been on our Council since the organisation's inception and his contribution and leadership were invaluable. Ruma Karaitiana was co-opted as a member by the Council for 12 months in September 2023. However, Ruma was successful in securing a standing position, which he was appointed to in July 2024. Daniel Haines was reappointed as a Council Member in July 2024.

We sincerely thank our people, our industry partners, educational providers, and other stakeholders.

Your support and collaboration have been vital to our achievements. Together, we will continue to advocate for a workforce that is prepared to meet the challenges of tomorrow.



A stylized handwritten signature in black ink.

Elena Trout
Co-Chair
Tiamana Tairua



A stylized handwritten signature in black ink.

John Chapman
Co-Chair
Tiamana Tairua

He kupu nā te Tumu Whakarae

Chief Executive's report

Tēnā koutou

This year, the focus of Waihangā Ara Rau remained steadfast: to influence the vocational education system and ensure that the construction and infrastructure sectors are equipped with a skilled and capable workforce ready to meet New Zealand's current and future challenges.

Key achievements during the year include:

- **Successful Thriving People, Thriving Industry Summit 2023:** Our collaboration with the Construction Sector Accord led to the successful delivery of the 'Thriving People Thriving Industry' Workforce Summit, which brought together over 300 attendees from across the sector.
- **Completion of Workforce Development Plans for Māori and Pacific Peoples:** We completed research and development of the workforce development plans tailored to the needs of Māori and Pacific Peoples, ensuring their inclusion and opportunities for better outcomes are woven into future workforce strategies.

- **Increased engagement:** We increased our engagements across the sector, with 1,220 engagements during the period, focused on expanding the depth and breadth of relationships with our sector partners.
- **Development of new credentials:** We developed and introduced several new qualifications and micro-credentials in high-impact areas such as underground utility location, timber flooring cassette manufacture, and temporary traffic management, among others.
- **Enhanced Quality Assurance processes:** Our moderation efforts were strengthened, with 79% of post-assessment samples supported, reflecting our dedication to maintaining high standards across vocational education.
- **Professional development for providers:** We facilitated professional development webinars for providers, focusing on Assessor Practice and the implication of Mātauranga Māori, further enhancing the capability of our educational partners.

Our dedication to quality has been evident in our enhanced moderation processes, where we saw a notable improvement in the support of post-assessment samples.

We also made significant enhancements to our Workforce Information Platform, providing industry with critical data insights to guide decision-making. These achievements underscore our commitment to reimagining vocational education and ensuring our industries are equipped with the talent and skills needed to thrive in the future.

Nga mihi nui



P. Aldridge

Philip Aldridge
Chief Executive
Te Tumu o Waihangā Ara Rau



**Nā te hinengaro te whakaaro,
nā te whakaaro te kōrero, nā
te kōrero te wānanga, nā te
wānanga ka poua he tikanga.**

Imagining possibilities ignites
creativity and innovation. By
sharing views and experiences,
a new pathway is established
where transformation becomes
common practice.

Ko Waihangā Ara Rau i a matou

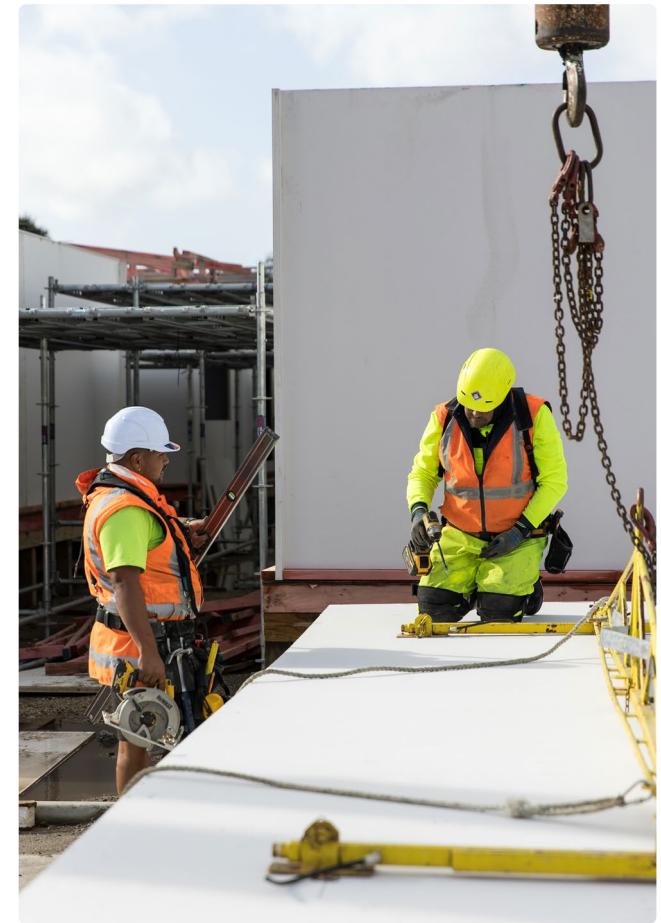
We are Waihangā Ara Rau

Waihangā Ara Rau is the Workforce Development Council (WDC) representing construction and infrastructure in Aotearoa New Zealand. The construction and infrastructure workforce supports quality of life for all New Zealanders by creating and maintaining the critical infrastructure and the built environment where we live, work and play.

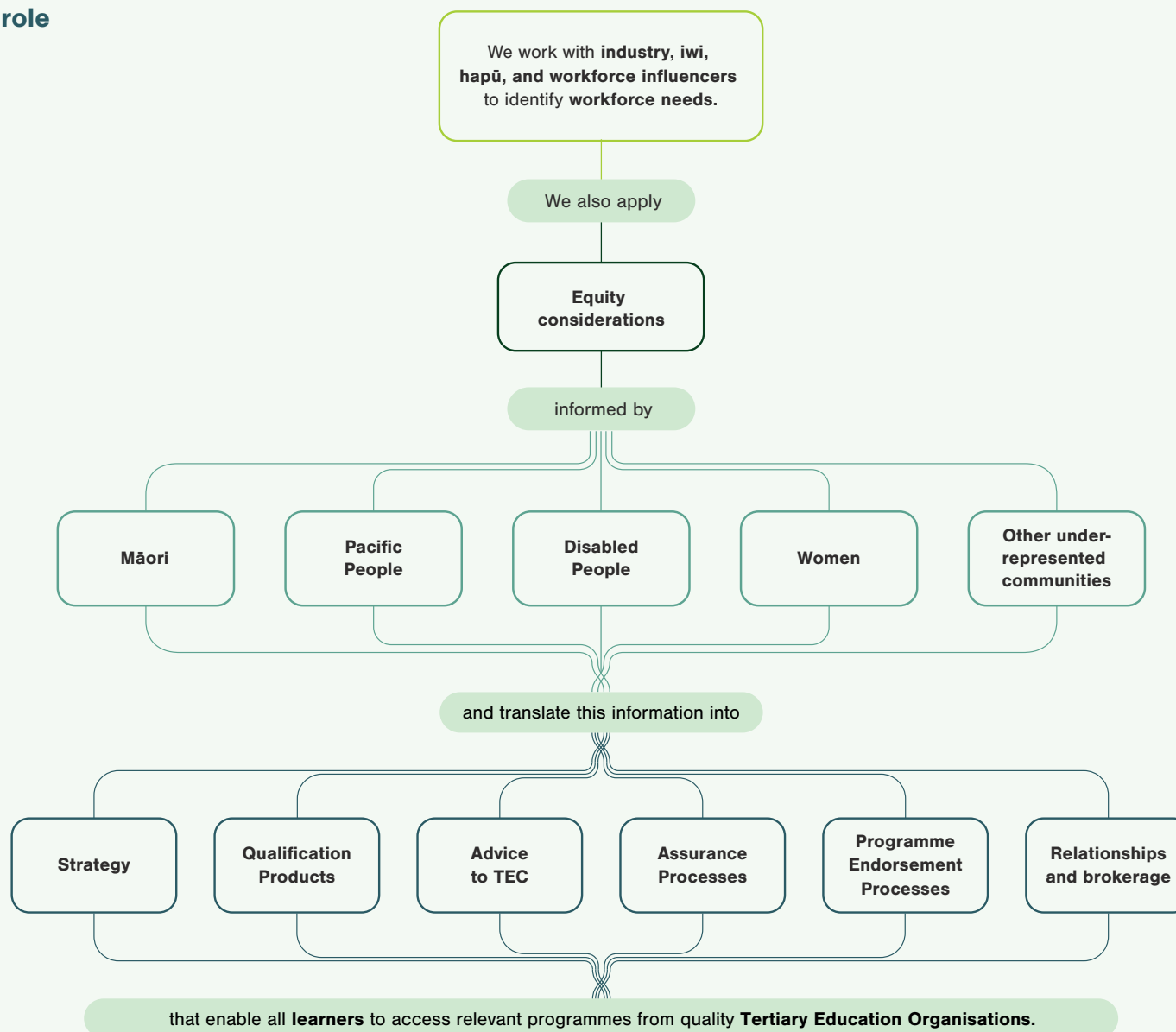
Our role is to ensure that the vocational education and training system supports the future-fit workforce that the industry and Aotearoa New Zealand need. We operate and build relationships to honour Te Tiriti o Waitangi and support Māori-Crown relations. We ensure that industry, including Māori, Pacific Peoples, and disabled people, have a strong independent voice in vocational education and that their needs are met.

We do this by working closely with industry, employers and other influencers across our sector. We identify themes, issues, and opportunities and make recommendations capturing these insights in Strategic Sector Workforce Development Plans. We share this information with industry, policy setters and influencers and the education and training providers who create learning programmes that give people relevant skills to address future workforce needs.

We develop, maintain and review qualifications and standards to ensure that they reflect the skills that are needed. We ensure that industry standards are applied consistently across the country and within all delivery modes, whether learning happens on the job (such as apprenticeships), on campus or online. We endorse vocational education programmes before NZQA approves them.



A visual guide to the role of Waihanga Ara Rau



The meaning behind Waihangā Ara Rau is 'to create and build many pathways within construction and infrastructure'.

Waihangā is an all-encompassing tikanga or set of protocols.

Wai represents fluidity and a natural flow of creativity.

Hanga is circular in nature.

Waihangā is solid in results.

Ara Rau is the many pathways.

Our ngā mātāpono (organisational values) guide us in our daily lives and decision-making:



Pūmautanga
Enduring Relationships

Building authentic relationships starts with trust and open communication as we create an inclusive work culture to be proud of.



Whakamana
Uplifting our People

We strive to excel in every aspect of our mahi and approach every challenge with a determination to succeed. We acknowledge we carry our own distinct mana determined by our whakapapa. Our differences make us unique.



Kairangi
Excellence

We hold our people in high esteem in pursuit of excellence. We will strive for continuous improvement and look for opportunities to develop our people.



Wero
Re-think / Re-imagine

We are here to re-think and re-imagine what we can do to be transformative. This will inspire us to be innovative and foster the ability to create positive change.



Matatika
Honesty and Integrity

We exemplify our actions with honesty, loyalty, respect, and integrity when performing our day-to-day activities and interactions.

Te Karakia o Waihangā Ara Rau

Ko tēnei te ara kei runga. Ko tēnei te ara. Kia pūmau te here. Kia kairangi te angitu, kia toi te mana. Kia wero, kia whakatōmene, kia matatika te rau ranga tira. Ko tēnei te ara whakamua, ki te ao mārama Tūturu whakamaua, kia tina! Haumi e, hui e, taiki e!

This is the horizon. This is the path. Let our bond be permanent. Let us pursue excellence and uphold our integrity. Let us challenge and explore while upholding our guiding principles. This is the way forward to the realm of enlightenment. Permanently fixed, established, and understood! Forward together!

Te Ara Waihangā

Our strategic framework

Te Whakakitenga | Vision

This is the horizon we look to.

A construction and infrastructure sector that enables everyone to reach their potential.

Te Kaupapa | Purpose

Our purpose keeps driving us forward.

Elevating the voice of industry in our vocational education and training system.

Ā mātau kaupapa matua | Core functions

Our core functions are outlined in Section 366 of the Education and Training Act 2020.

These are:

Skills Leadership

We identify the skills industry will need, and develop industry-endorsed plans to deliver them.

Qualifications and standard setting

We set standards and qualifications, and shape curriculum on behalf of industry.

Quality assurance

We assure that industry's qualifications are delivered consistently, and to a high standard.

Brokerage

We connect industry with information and advice that supports them to succeed.

Advice

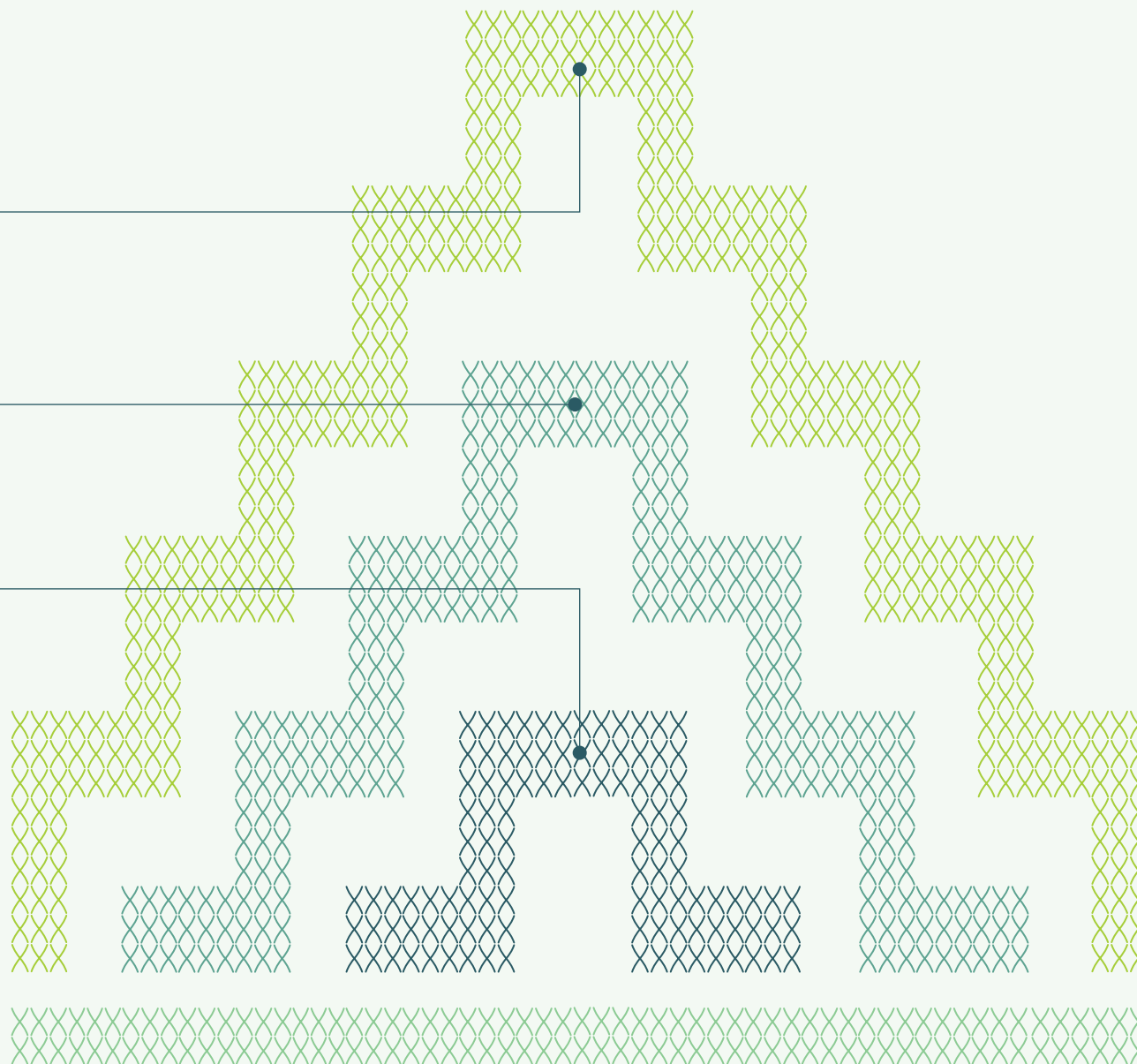
We provide advice to the Tertiary Education Commission on investment in vocational education.

Programme endorsement

We endorse programmes that lead to industry qualifications.

Advocacy

We work to influence positive change in vocational education on behalf of industry and our community partners.



Ngā pou | Strategic pou

These four pou are foundational in our framework. They are the four pillars that enable us to continually review and correct our direction as needed.

Strategic Pou



Pou Tuatahi: Whakahōnore i te Tiriti o Waitangi

We support success for Māori through our engagement, thinking and advice that supports the aspirations of iwi, hapū and their community.



Pou Tuarua: Relationships, Partnerships and Influence

We effectively engage with industry, communities and our other key stakeholders.



Pou Tuatoru: Transforming the workforce

We support an adaptable, diverse and skilled workforce that enables the industry to thrive.

Enabling Pou



Pou Tuawhā: Operational Excellence

We will ensure Waihanga Ara Rau is set up to successfully achieve its strategic priorities.

Ngā Mātāpono | Values

Pūmautanga

Enduring Relationships

Wero

Re-think / Re-imagine

Whakamana

Uplifting our People

Matatika

Honesty & Integrity

Kairangi

Excellence

Te Ara ki Angitu

Our goals

Our strategic priorities

Our strategic priorities are our more targeted whāinga (objectives) under each of our four pou (pillars).

Strategic Pou



Whakahōnore i te Tiriti o Waitangi

Whāinga Tuatahi:

Cultural capabilities and progressive career pathways

We will support industry to enhance their cultural capability and encourage progressive career pathways that attract Māori to the workforce and retain them.

Whāinga Tuarua:

Māori achieving success as Māori

We will build relationships with iwi and Māori businesses, to enable better support for kaimahi Māori to achieve success as Māori.



Relationships, Partnerships & Influence

Whāinga Tuatoru:

Industry trust and confidence

We will build credibility with industry and other stakeholders through relationships that support us in addressing the issues that matter to them.

Whāinga Tuawhā:

Industry and system performance

We will collaborate across the vocational education, construction, and infrastructure sector to lift industry and system performance.



Transforming the Workforce

Whāinga Tuarima:

Evidence-informed advice and education products

We will generate data and insights to inform and advise the sector, guide sound investment in vocational education and build education products that deliver relevant skills.

Whāinga Tuaono:

Continuously improving the quality of training

We will use assurance, qualifications, and advice to continuously improve the quality, relevance and accessibility of training for ākonga and employers.

Whāinga Tuawhitu:

Future-focused pathways

We will develop future-focused qualification pathways that support the industry to lift productivity, improve industry and environmental sustainability and prepare for the future.

Whāinga Tuawaru:

Inclusion and success

We will act as an advocate and broker to encourage an environment where all people including Māori, women, Pacific People and people with tāngata whaikaha can succeed and progress in the sector's workforce.



Enabling Pou

Operational Excellence

Whāinga Tuaiwa:

Productive and engaged people

We will build and maintain a diverse, capable and high performing team at Waihangā Ara Rau.

Whāinga Tuangahuru mā tahi:

Effective systems and continuous improvement

We will embed effective systems and tools that enable collaboration, continuous improvement and delivering outcomes within and with Waihangā Ara Rau.

Ngā Ekenka

At a glance

Our mahi

Built meaningful relationships and enduring partnerships.

9

Iwi and hapū partnership agreements established.

1,220

engagements with industry and the sector.

71%

of survey respondents were satisfied or very satisfied with their engagements with Waihanga Ara Rau.

Ensured that providers were consistently delivering to industry standards.



2023 Moderation Plan delivered.



of provider profiles in place, for providers with approved programmes.



pre-assessment moderations completed.

Amplified the voice of industry and communities in the vocational education sector.

12



Industry and one community (Pacific Peoples) Strategic Reference Groups (SRGs) established and operating effectively. Commenced the establishment of two additional community SRGs, one for Iwi and one for Māori businesses.

Aligned qualifications and standards to the skill industry values.



of **qualifications** up to date.



of **standards** up to date.



of **micro-credentials** up to date.

Generated insights for our industries.

Workforce Development Plan microsite **Workforce.nz** launched with information on **11** industries and **15** regions.

Eight full Workforce Development Plans completed, including one for Māori and one for Pacific Peoples.



Significant enhancements made to our Workforce Information Platform **WIP.org.nz** with additional workforce, industry, employment, training and pathway information.

Our kaimahi



68%

Kaimahi engagement score of 68%.

32

Kaimahi net promoter score of 32.

86%

of kaimahi reported that they are proud to work for Waihangā Ara Rau.

96%

of kaimahi reported that Waihangā Ara Rau empowers them to develop their competency and capability around te reo Māori and te ao Māori.

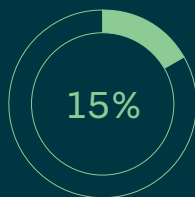
Key facts about our industries

\$251 billion

They are facing a massive pipeline of work, which has been growing faster than the industry can grow to meet demand. The projected five-year value of the pipeline of project at 30 June 2024 was \$251 billion.

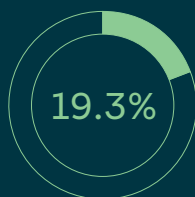
82,100

The number of learners has significantly increased since 2019. There were 82,100 learners across levels 1-7 on the New Zealand Qualifications and Credentials Framework in 2023, which was an 86% increase compared to 2019 (44,160).



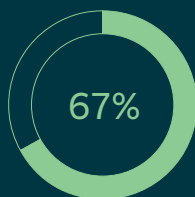
Our industries represent 15% of the New Zealand economy.

- \$52,747m GDP
- 576,000 Jobs Across New Zealand
- 93,929 businesses



Women's employment in the sector has increased over the past 21 years.

However, despite this growth, women only made up 19.3% of the workforce in 2022.



Career changers are vital.

Career changers were the primary source of workforce supply, accounting for 67% of new entrants in 2022.

The workforce composition is changing.

As at 2022:

↓ 16%



The number of European workers decreased by 16% but still make up a large portion of the workforce, at 57%.

↑ 1.3%



The number of Māori workers increased by 1.3%, after remaining stable for several years, making up 17% of the construction and infrastructure workforce.

↑ 7%



The number of Pacific workers increased slightly, rising from 6% in 2017 to 7% over the past five years.

↑ 17%



However, the number of Asian workers increased significantly, rising from 11% in 2017 to 17% in 2022.

Te ahumahi

Our industry and stakeholders

We are the voice for over 50 industries across 11 strategic sectors. Our focus is to make sure our industries' interests are well represented, we build trust and confidence in what we do and share our findings and insights.

We share the vision that the wider system is equipped to tackle the long-term challenge of skills shortages and ensures a match between training provision and the needs of employers in the Construction and Infrastructure sector. A system where vocational education adapts and responds to workplace and industry needs, with a key focus on Māori workforce needs.

Our engagement has extended across a range of diverse groups and individuals from across the sector, including industry peak bodies and other sector-representative groups, kaimahi and employers, Regional Skills Leadership Groups (RSLGs), providers, wānanga, and government agencies. Only in partnership with industry and our other sector stakeholders can Waihanga Ara Rau support education providers to produce people with the right skills and enable people from all walks of life to have rewarding careers in our sector.

We have had over 1,200 engagements this financial year across the Construction and Infrastructure sector. Please refer to the Statement of Service Performance on page 13 for the year's key achievements and engagement statistics.



Construction

| Strategic Sectors | Industries |
|--------------------------------------|--|
| Access trades | Cranes, scaffolding, rigging, industrial rope access, lifting equipment and exterior cleaning. |
| Electrotechnology | Electrical engineering, electronic engineering, electronics engineering, electronic security, marine electrical, data cabling, radio transmission, industrial measurement and control, telecommunications. |
| Finishing trades | Painting and decorating, flooring, kitchen and bathroom design, floor and wall tiling, exterior plastering, interior plastering, interior systems. |
| Off site construction | Concrete production, pre-cast and product manufacture, frame and truss manufacture, timber joinery, architectural aluminium joinery, offsite manufacturing, bitumen production. |
| On site construction | Glazing, roofing, concrete construction, carpentry, stonemasonry, brick and block laying, demolition. |
| Plumbing, gasfitting and drainlaying | Plumbing, gasfitting and drainlaying. |

Infrastructure

| Strategic Sectors | Industries |
|----------------------|---|
| Civil Infrastructure | Bitumen surfacing, road construction and maintenance, contract and projects management, road marking, temporary traffic management, deep piling and foundations, forestry earthworks, utility location. |
| Electricity Supply | Electricity generation, electricity transmission, electricity distribution. |
| Gas Infrastructure | Gas reticulation, gas transmission, gas distribution, gas conditioning, LPG storage and handling. |
| Water Services | Drinking water, stormwater, wastewater, water distribution networks. |

Construction & Infrastructure Services

| Strategic Sectors | Industries |
|--|--|
| Construction & infrastructure services | Quantity surveying, architectural technology and design, asset management, surveying, building information modelling, procurement, building officials and inspection, construction management. |



He Tauākī Tutukinga ā-mahi

Statement of Service Performance



Our vision is the horizon we look to.

A construction and infrastructure sector that enables everyone to reach their potential.

Our purpose keeps driving us forward.

Elevating the voice of industry in our vocational education and training system.

Our strategic pou are the key focus areas where we strive for excellence.



Pou Tuatahi – Whakahōnore i te Tiriti o Waitangi.

We support success for Māori through our engagement, thinking and advice that supports the aspirations of iwi, hapū and their community.



Pou Tuarua – Relationships, Partnerships and Influence.

We effectively engage with industry, communities and other key stakeholders.



Pou Tuatoru – Transforming the Workforce.

We support an adaptable, diverse and skilled workforce that enables our industry to thrive.

Our core functions enable us to achieve outcomes.

These are our core functions as outlined under Section 366 of the Education and Training Act 2020.

- Leadership.
- Endorsing programmes and moderating assessments.
- Advisory and representative role.
- Developing and setting standards, capstone assessments, and qualifications.

Honouring Te Tiriti o Waitangi

In fulfilling our core functions under the Act and additional responsibilities under [clause 8](#) of the Waihanga Ara Rau Constructure and Infrastructure Workforce Development Council Order in Council (the OIC), Waihanga Ara Rau is also committed to acting in accordance with [clause 7](#). This includes contributing to an education system that honours Te Tiriti o Waitangi, ensuring it underpins all that we do and how we do it.

Te Roopū o Kaitakawaenga (the cross-WDC Iwi Relationship Managers Group) has developed an Iwi Engagement Plan. Following the release of Tūmatakahuki, the Iwi Engagement Strategy, the Iwi Environmental Scan commissioned by Waihanga Ara Rau, and the Māori Workforce Development Plan, have now been completed, with implementation set to begin in the new year.

Some major sector projects were delayed due to shifting government priorities, including:

- RiverLink.
- Kainga Ora Contracts.
- TREC, East Coast Rebuild.
- Various Hospital construction projects.

These projects undertook reprioritisation due to reduced funding. However, they are now progressing, and we will continue to support these into the new year.

Over the past year, we provided advice to the following iwi/hapū:

- Ngāti Whātua Ōrākei and the establishment of a Private Training Establishment (PTE) to deliver cultural programmes and training to support their iwi development plans.
- Transport Rebuild East Coast (TREC) and forming a kawenata with Te Matau a Maui (Hawkes Bay iwi/hapū), and Tairāwhiti/Te Whanau a Apanui/Whakatohea. The advice included changing the procurement process and the way New Zealand Transport Authority, Waka Kotahi, engage with iwi/hapū.
- Ngāti Kauwhata and the Transition to Work Programme partnership with the Ministry of Social Development (MSD), industry, and a Training Provider.
- Te Piringa Hapū and support for their 10-year plan to rebuild their community following Cyclone Gabrielle.
- Te Hiku Māori Development Trust and their participation in the Whangarei Hospital Build and the Mangamuka Gorge emergency works.

The Māori Workforce Development Plan was successfully delivered, with only translation and design work remaining as at 30 June 2024. This plan aligns with our obligation to advocate for the success of Māori businesses and Māori learners. Sixty participants from across the industry contributed their time and whakaaro (thoughts), providing valuable insights to inform the development of this Plan and its recommendations. More information on the Māori Workforce Development Plan (and the Pacific Peoples WDP) is provided in the [Leadership section](#) of this Report.

Our organisational cultural capability continues to grow, supported by increased participation in te reo Māori and tikanga training. Daily karakia, weekly mihi whakatau, waiata practices, and the celebration of key cultural events further foster cultural capability and inclusion in our workplace.

The normalisation of te reo Māori, incorporation of tikanga practices, and the introduction of Māori concepts across industry events, associations, conferences, and meetings has been widely accepted. We have also seen an increase in invitations to open and close conferences and greater participation in te ao Māori committees from various associations.



| What does success look like? | Indicator(s) of success | What we achieved in 2023/24 | What we achieved in 2022/23 |
|--|---|--|---|
| Established enduring relationships and partnerships with iwi, Māori businesses, and other Māori stakeholders. | Enduring relationships established with four iwi and hapū, focused on improving outcomes for Māori. | Nine iwi and hapū partnership agreements established. | Relationships built and maintained with a collective of four Iwi (Toitū Tairāwhiti Iwi). This includes Ngāti Porou, Rongowhakaata, Ngai Tāmanuhiri, Te Aitanga a Mahaki. Relationships also exist with Ngāti Toa Rangatira, Taranaki Whanui ki te Upoko o te Ika, Waikato Tainui, Ngāti Porou and Ngāti Kahungunu to support their iwi development initiatives. |
| Brokered collaborative approaches between iwi, industry, schools, providers, and government agencies. | Four collaboration initiatives in place by 30 June 2024. | Four ongoing collaboration initiatives with iwi, industry, schools, training providers, ngā wānanga, and government agencies. | Not measured in 2022/23. |
| Strategic Alignment: Pou Tuatahi - Whakahōnore i te Tiriti o Waitangi. Pou Tuarua - Enduring Relationships, Partnerships and Influence. | | | |



Leadership

Workforce development plans

Information for all 11 strategic sectors and 15 regions is available at [Workforce.nz](https://workforce.nz), along with eight full industry Workforce Development Plans (WDPs) completed.

The Māori and Pacific Peoples Workforce Development Plans are a combination of qualitative and quantitative analysis identified key themes across all strategic industry sectors. The key themes in Kaitiaki Paepaeroa the Māori WDP are:

1. He Toiora Ringarehe:

Workforce Wellbeing

2. He Ara Rau:

Pathways

3. Kia Whakangungua koe:

Training

4. He Pārekerekere Rangatira:

Nurturing Māori Leaders

5. He Mahitahi, He Whiwhinga:

Collaboration and Procurement

The key themes in the Pacific Peoples WDP are:

1. Cultural understanding and values
2. Perceptions and influencers
3. Sector and workplace environment
4. Education and training
5. Building on Pacific businesses
6. Systems-wide leadership and partnerships

This information is documented in sector voice reports, which serve as the foundation for WDPs and their action plans. Analysis has also begun to identify cross-cutting themes impacting multiple sectors, which will guide the next research phase. Both plans will be launched at the October 2024 Thriving People, Thriving Industry Summit. All WDPs are approved by the industry strategic reference groups (SRGs) before publication.

Strategic Reference Groups

Our Strategic Reference Groups (SRGs) remain a crucial mechanism for industry discussion and insight. We have established SRGs for all 11 sectors, in addition to one for Pacific Peoples, and an Iwi and Māori Business SRG will be formed in the coming year. In 2024, our focus has been on developing work plans for each SRG to progress initiatives, addressing themes from sector insights and WDPs.

Key themes across the SRGs include:

- Clarifying and documenting industry pathways.
- Addressing data gaps needed to forecast workforce demand.
- Workforce attraction and career promotion.
- Investigating industry perspectives on future qualifications pathways.



Workforce Information Platform

Enhancements to the Workforce Information Platform [WIP.org.nz](https://wip.org.nz) were completed during the year, including:

- **Development of an emergency response workforce calculator for weather and seismic recovery.**

This modeling supported the recruitment and workforce project planning for the TREC project including training investment by the Ministry of Social Development. It also supported workforce planning and the funding of training to support the construction rebuild workforce on the East Coast driven by insurance company investment.

- **Business demographic data (ownership, ethnicity, location, size, age, etc.) for businesses in our sectors launch.**

This work informed the development of both the Māori and Pacific Workforce Development Plans identifying the contribution of Māori and Pacific businesses in the sector.

- **Career pathways information including workforce origins, retention and tenure.**

Workforce retention is one of the largest issues facing the construction and infrastructure (C&I) sector with less than 25% of all people joining the C&I sector in 2017, still working in the same industry five years later. For Māori and Pacific workers, it is less than 15%. A key to addressing the issue is providing industry with the statistical reality of the situation. Retention is likely to be a key focus, as it has been mentioned in almost every industry Workforce Development Plan.

- **Learner volume data by strategic industry sector, qualification level, age, gender and region.**

This data is critical to our ability to provide advice to the TEC to inform their annual investment advice cycle.

Sector engagement

Of the **1,220** sector engagements this year, **85%** were face-to-face (either in person or virtually). The breakdown is as follows:

48%

were with industry and industry associations.

21%

were with providers.

6%

were with other advocacy groups, iwi and hapū, and regulators.

6%

were with Government agencies.

19%

were other.

| What does success look like? | Indicator(s) of success | What we achieved in 2023/24 | What we achieved in 2022/23 |
|--|---|---|--|
| Data, insights and WDPs inform government and industry investment decisions. | Six industry-informed WDPs published. | A further six workforce development plans have been developed, including one for Pacific Peoples and one for Māori. We have also developed dashboards and industry voice reports for all 11 Strategic Industry sectors. Analysis for the remaining five industry voice reports is underway, with remaining workforce development plans to be published by the end of 2024. | Two WDPs were fully completed by 30 June (Water and Electricity Supply). Four more were included in a soft launch of the WDP website which has newly developed information (Finishing Trades, Access Trades, Professional Services and Civil Infrastructure). |
| Industry understands how to leverage Waihangara Ara Rau to achieve vocational education goals. | 75% of industry representatives surveyed, reported increased confidence that Waihangara Ara Rau's leadership is stronger and more impactful in the vocational education and training system. | Industry survey results show that 56% of sector respondents reported confidence that Waihangara Ara Rau leadership is stronger and more impactful in the vocational education and training system. 37% reported neutrality or did not know. | 46% of sector respondents reported Waihangara Ara Rau leadership is stronger and more impactful in the vocational education and training system, with 45% neutral or uncertain. |
| | An Industry Net Promotor Score of 5 . | Industry survey results show a net promotor score of 0 . ¹ Nearly one third of industry survey respondents reported they are highly likely to recommend Waihangara Ara Rau to others in the construction and infrastructure sector. | Not measured in 2022/23. |
| Strong industry relationships and partnerships with NZQA, TEC, unions, ConCove, and education providers. | Engagement plans in place with 80% of priority industry stakeholders. | Of the 69 priority stakeholders, 53% (37) have partnership agreements in place and 20% (14) are in progress. Note that confirmed agreements have increased from 31 previously reported, however, due to the increase in number of priority stakeholders identified, the percentage has decreased. | We have engagement plans in place or in the process of being finalised with 80% of our priority industry stakeholders. We also have memorandums of understanding (MoUs) in place with Te Pūkenga, ITENZ and ConCove. |
| | Number of quality engagements across the sector. | A total of 1,220 sector engagements were undertaken. Results from our annual provider and industry surveys undertaken, showed that 71% of respondents were satisfied or very satisfied with their interactions with Waihangara Ara Rau. | A total of 1,107 sector engagements were undertaken. Results from our industry survey undertaken in June 2023 showed that 75% of respondents were satisfied or very satisfied with their recent engagement experience with Waihangara Ara Rau. |
| Strategic Alignment: Pou Tuarua - Enduring Relationships, Partnerships and Influence. Pou Tuatoru – Transforming the Workforce. | | | |

1. The Net Promoter Score (NPS) is an index ranging from -100 to 100 that measures the willingness of customers to recommend an organisation's services to others. It is used as a proxy for gauging the stakeholder's overall satisfaction with the organisation and its services. The method deems any NPS greater than 0 as "good," since it means promoters of your organisation outnumber passives and detractors.

Endorsing programmes and moderating assessments

In the second half of 2023, New Zealand Qualifications Authority (NZQA) conducted a monitoring review of our Standard Setting Body functions. As part of this process, we submitted two self-assessment reports to NZQA: One on National External Moderation and one on our Qualifications and Programme Endorsement functions. Based on these reports, NZQA confirmed that Waihanga Ara Rau:

- Is fulfilling its standard setting and national external moderation functions.
- Has implemented policies and processes that ensure fair outcomes for all learners.

We have endorsed provider programme applications that meet industry needs. The 2024 Assurance Plan focuses on continuous improvement across the provider network through specific projects identified via our reflective practice at the end of 2023. These projects focus on:

- **Assessor practice:** Improving basic assessment practices through interactive webinars and the sharing of relevant resources.

- **Compliance training:** Developing a guidance document outlining agreed delivery and assessment timeframes for the high-risk and high-credit value standards, currently delivered within a short-course format.
- **Improvement for schools:** Strengthening connections and improving assurance practices within schools through additional information, professional development, webinars, online clusters, and site visits.
- **Industry focus:** Standardising practices across the cranes and scaffolding sectors to ensure consistent graduate outcomes and educational standards.
- **Kura Māori pathways:** Engaging with Kura Māori to review qualifications and explore pathways to higher education and employment.
- **Provider tools and guidance for Mātauranga Māori and Te Tiriti o Waitangi:** Providing advice and guidance on Mātauranga Māori and honouring Te Tiriti o Waitangi through resources and webinars.
- **Outcome level moderation:** Developing a guidance document to clarify the meaning and implications of moderating at the outcome or Graduate Profile Outcome (GPO) level.





While all projects are currently active, the results will not be known until the end of 2024. These projects are supporting our business-as-usual activities under the Assurance umbrella. As of 30 June 2024, key achievements include:

- 100% of the 2023 Moderation and Assurance Plans were delivered. The 2024 Moderation and Assurance Plans have been implemented and are on track to be delivered by the end of 2024.
- 465 pre-assessment moderation samples have been evaluated and approved; 30% of samples were approved following an RFI (Request for further information).
- 1,382 assessment samples called for post-assessment moderation; 79% were supported, marking an improvement from 2023.
- 35 Consent to Assess (CTA) applications received; 85% of these applications have been supported to date, the remainder are still under evaluation.
- 58 programme endorsement applications were received and endorsed; 25 applications were for changes to current programmes.
- 9 micro-credential support applications were received and supported.

- Of 96 providers engaged: 45 are fully engaged, 34 are engaged only for moderation, 17 have relationship-only status. For the 45 fully engaged providers, we have conducted 46 visits during the period.
- Our 13 Consent and Moderation Requirements (CMR) documents are under review, with the aim of consolidating them into one document. This review is currently being consulted on internally, and we will begin external consultation with industry and providers before submitting the SMR to NZQA for approval by the end of 2024.

The Te Ruruhau (Assurance Committee) continues to approve internal assurance processes, endorse programme applications, review moderation appeals and approve investigations into the development of new educational products for industry. A review of the committee functions has led to a new membership framework to better align its work across the organisation.

| What does success look like? | Indicator(s) of success | What we achieved in 2023/24 | What we achieved in 2022/23 |
|--|---|---|---|
| We engage with providers to raise the quality of training provision and improve system responsiveness. | 95% of programme endorsement applications processed within service level agreement timeframes. | 55% ² of programme endorsement applications were processed within 20 working days. | 65% of programme endorsement applications were processed within 20 working days. |
| | 95% of moderation plan delivered to schedule. | 100% completion of the 2023 Moderation Plan and, as at 30 June 2024, 48% of the 2024 Moderation Plan was on track to be delivered by end of December 2024. ³ | 100% completion of the 2022 Moderation Plan and 100% of 2023 Moderation Plan was completed against planned schedule as at 30 June 2023. |
| | 90% of provider profiles in place. | 90% of provider profiles in place, for full engagement providers. | Not measured in 2022/23. |
| Assurance practices are supporting national consistency and quality learning outcomes. | NZQA reports it is satisfied with the performance of our moderation function. | NZQA reported ⁴ it was satisfied that Waihangara Ara Rau: <ul style="list-style-type: none"> is fulfilling its standard setting and national external moderation functions has implemented policies and processes that work towards ensuring fair outcomes for all learners. | Not measured in 2022/23. |
| Strategic Alignment: Pou Tuarua - Enduring Relationships, Partnerships and Influence. Pou Tuatoru – Transforming the Workforce. | | | |

2. The longer evaluation times were due to a change in process where Consent to Assess and Programme Endorsement applications were combined and evaluated concurrently. As the Consent to Assess process takes longer, this had a negative effect on the Programme Endorsement timeframe. Overall, however, the time was reduced across the two processes for providers.

3. Moderation Plans are delivered by calendar year.

4. This report was based on the assessment of the 2023 year, but was received from NZQA during the 2024 year.

Advisory and representation

Waihanga Ara Rau was part of the codesign of the 2025 funding advice template used in November 2023 for the 2025 investment round.

We developed our 2025 advice following the analysis of:

- Project-based regional and sector workforce demand.
- Detailed supply-demand modelling in the Workforce Information Platform (WIP).
- Regional recovery project data and modelling data developed in conjunction with Te Waihanga – the NZ Infrastructure Commission, the Construction Sector Accord, NZ Insurance Council and Industry associations.
- Detailed discussions with and support from our industry Strategic Reference Groups (SRGs).

We completed two feedback cycles with the TEC evaluation team prior to submission and one post-submission. We provided TEC evaluators with advice relating to the information provided by RSLGs. The advice and supporting information were well received, with few issues to address post-submission.

We also provided out-of-cycle advice to TEC in Q2 2023 regarding the funding of Plumbing, Gasfitting and Drainlaying training in 2024. This advice was received prior to funding allocations for 2024 being announced and the advice directly impacted the allocation of funding, and the provision plans of TEOs.

During the period, we also provided the following advice:

- to Statistics New Zealand on Australian and New Zealand Standard Industrial Classification and Australian and New Zealand Standard Classification of Occupations reviews.
- the Ministry of Social Development and Ministry of Business, Innovation and Employment on the *workforce planning prototype* project. This project is enacting the government coalition agreement's goal of reducing the number of people on a *job seeker* benefit by 50,000. The project title does not accurately reflect the outputs of the project which will include and evidence base supporting supply and demand side policy recommendations to enable the construction and infrastructure sectors to support the achievement of the coalition agreement's goal.
- To Immigration New Zealand on the impact of changes to immigration settings specifically in the context of Flooring and Scaffolding.





| What does success look like? | Indicator(s) of success | What we achieved in 2023/24 | What we achieved in 2022/23 |
|--|--|--|---|
| <p>Advice reflects the evidence base and needs of the sector as set out in our Workforce Development Plans and provides leadership in resolving skill and workforce issues.</p> <p>Our advice to the Tertiary Education Commission (TEC) can be used by it to make investments in vocational education that meet our sectors' needs.</p> | <p>Quality and timely advice delivered to TEC.</p> | <p>Industry-informed advice provided to TEC on the investment themes, mix of provision, career advice and vocational education and training (VET) policy has been delivered on time. The submission includes evidence of 'industry need'.</p> <p>A specific component of the advice was the capping of Plumbing, Gasfitting and Drainlaying (PGD) Level 3 (pre-employment training) decisions, and how the TEC could consider giving effect to this advice. The outcome was the inclusion of a specific clause in all L3 PGD contracted providers' funding agreements.</p> | <p>We provided our advice to the Tertiary Education Commission (TEC) relating to its investment decisions for delivery and mix of training provision in 2024. TEC confirmed that it has included three qualifications as priorities for increased provision, as result of our advice. It also noted the new and changed qualifications, credentials and programmes coming up between now and the end of 2024 and communicated the need for providers to adjust their programmes and delivery accordingly.</p> |
| Strategic Alignment: Pou Tuatoru – Transforming the Workforce. | | | |



Developing and setting standards, capstone assessments, and qualifications

Our objective for qualifications and standards activity in 2023/2024 was to deliver fit-for-the-future qualifications and new credentials in high-impact areas.

Our key achievements were:

- New credentials for underground utility location, timber flooring, data cabling, demolition, temporary traffic management design, temporary traffic management risk assessment and joinery detailing.
- Reviewed qualifications and unit standards for the New Zealand Certificates in Plumbing, Gasfitting and Drainlaying (PGD), and a detailed programme guidance document to support programme implementation.
- Development of Core Construction skills that will become the building blocks of several construction qualifications, with focus on technical and 'soft' skills valued in construction environments.
- Progress on developing graded Building, Construction and Allied Trade Skills (BCATS) standards designed for use in secondary schools, and providing the opportunity for parity of recognition for secondary students who choose to do BCATS.
- Developed skill-standard based qualifications across several existing trades including Flooring, Roofing, and Industrial Measurement and Control.
- Strong progress to introduce further skill-standards based qualifications in several other areas including Carpentry, Cranes, Rigging and Painting and Decorating.
- Early review of Glazing qualification to address industry concerns and ensure the qualification is fit-for-purpose.
- Investigation of Infrastructure Site Supervision delivery, highlighting the need for more flexibility and contributing to Ringa Hora's Te Manu Arataki Leadership project.
- A Water Services Investigation to identify future pathways for development, aligned with anticipated changes to authorisation settings.
- 83% of our standards up to date. 75% of remaining standards due for review were under review.
- 92% of our qualifications up to date. 70% of remaining qualifications due for review were under review.
- 100% of our micro-credentials up-to-date.
- Delays and partial achievement of some objectives were attributable to reduced capacity during the year and the additional efforts required to introduce skill standard-based qualifications.



| What does success look like? | Indicator(s) of success | What we achieved in 2023/24 | What we achieved in 2022/23 |
|---|---|--|--|
| Fit-for-the-future qualifications and micro-credentials that support flexible pathways and meet emerging needs. Accessible, flexible and relevant learning pathways support sector retention and progression. | 95% of qualifications and 80% of standards are up to date and maintained against the review schedule. | 92% of our qualifications up to date. 83% of our standards up to date. | 99% of qualifications up to date against the review schedule and 88% of standards are now up to date. |
| | 60% of industry survey respondents, that qualifications and standards reflect the skills industry needs. | Industry survey results show that 54% of industry survey respondents reported that qualifications and standards reflect the skills industry needs. | Industry survey results show that 58% of sector respondents reported that qualifications and standards reflect the skills industry needs. |
| | 60% of industry survey respondents, report confidence that graduates will have the relevant skills. | 42% of industry survey ⁵ respondents reported that they have confidence that graduates will have the relevant skills. 33% were neutral or did not know. | Industry survey results show that 52% of sector respondents have confidence that graduates will have the relevant skills. |

Strategic Alignment: Pou Tuatahi - Whakahōnore i te Tiriti o Waitangi. Pou Tuatoru – Transforming the Workforce.



5. There was a very low number of respondents to the 2024 industry survey, and this was significantly lower than the number of respondents to the 2023 survey. Low samples of respondents can limit the accuracy and usefulness of results, and the comparability to other years. We are considering whether a revised approach to industry surveying is required going forward in order to provide better insights and a clearer picture of trends over time.

Funded Projects

See Yourself in the Electricity Supply Industry (ESI) Project

In May 2023, a funding application for \$140,000 was submitted to the Infrastructure Trust at the request of the Electricity Supply Strategic Reference Group. The funding was approved to develop industry profiles that would promote the Electricity Supply Sector as a valuable career option. This project was completed during 2023/24.

Eight roles were profiled in total: Design Engineer, Supervisor, Electrical Fitter, High Voltage Electrician, Power Technician, Cable Jointer, Distribution Line Mechanic, and Tower Painter. For each role, three distinct profiles were produced, that focused on: (1) an introduction to the role, (2) the pathway to enter the role and, (3) a “See yourself in the Electricity Supply Industry” promotional video using each role. These resources aim to help individuals envision themselves in the industry and consider a career in the ESI.

Since the project’s completion, the videos have been shared with both Civil Contractors New Zealand (CCNZ) and The Tertiary Education Commission (TEC) for inclusion in their career



platforms. Additionally, the Electricity Networks Association (ENA) is leading an industry-wide proposal for a national recruitment campaign and a centralised recruitment portal for the sector.

The profile videos will play a pivotal role in this initiative and in designing career pathways for the sector.



Mahi tahi

Collaborating for better outcomes

NZQA functions

The Assurance and Qualifications teams across Ohu Ahumahi (all WDCs) have been working closely with the New Zealand Qualifications Authority (NZQA) to streamline processes and reduce duplication for providers.



Key initiatives include:

- **Joint Pilot Project:** A pilot was launched to review Programme endorsement applications, identifying overlap in functions and resulting in only one RFI (request for information) for providers. The pilot is being evaluated for future improvements.
- **Consent and Moderation Requirements (CMR):** WDCs collaborated to enhance CMR templates and standardise wording across all WDCs.
- **NZQA Quality Assurance Review:** NZQA's review process is now out for wider consultation before finalisation.
- **Performance Measures:** Agreed NZQA performance measures for WDCs.
- **Self-Assessment Process:** Refining the WDC self-assessment process with NZQA, to better inform NZQA's monitoring.
- **Skill Standards Transition:** Collaborating with NZQA on setting an end date for unit standards, considering the transition to skill standards.

Standard Setting Collaboration Across Ohu Ahumahi (WDCs)

Te Manu Arataki – Leadership Credentials Review and Review of Business Qualifications:

We partnered with Ringa Hora Workforce Development Council on this kaupapa, to align leadership and business qualifications. Insights from our Infrastructure Supervision qualification review were pivotal in creating a Site Supervision report, incorporating feedback from 70 infrastructure representatives on the need for leadership skills.

Trades Essentials Micro Credential

A joint development with Hanga-Aro-Rau of a pre-employment micro-credential, aimed at creating employment pipelines for large infrastructure projects, such as hospitals.

Forestry Earthworks

Collaborating with Muka Tangata, we aligned skill standards for civil contractors and forestry workers, ensuring workforce mobility between sectors.

Te Kāhui Ahumahi

The Kāhui Ahumahi provides strategic Māori guidance and support to Ohu Ahumahi in fulfilling Te Tiriti o Waitangi obligations and supporting Māori Crown relationships. Members contribute their industry and iwi/hapū governance expertise to the Kāhui Ahumahi in a voluntary capacity, in addition to their Council governance roles.

Over the past year, Te Kāhui Ahumahi focused on four strategic areas: Te Tiriti o Waitangi, Mātauranga Māori, iwi/hapū relationships, and the industry and vocational education and training ecosystem. Its sponsorship of a working group led to the development of *He Rau Ranga Tira*, a practical tool for applying Te Tiriti o Waitangi across Ohu Ahumahi.

In 2024, Te Kāhui Ahumahi continues to strengthen collaboration with the Pacific Fono and other Ohu Ahumahi leadership through Te Herenga Kura. We acknowledge their contribution over three years in driving Māori workforce development.

Pacific Fono

Kia orana, Noa'ia, Talofa lava, Ia orana, Halo Olketa, Mauri, Mālō e lelei, Tālofa, Ni Sa Bula Vinaka, Fakaalofa lahi atu, Mālō ni and warm Pacific greetings.

The Pacific Fono, comprised of WDC members of Pacific heritage, has been instrumental in shaping vocational education and training for Pacific communities. This year, the Fono released the *Mana Moana Pacific Outcomes Framework*, embedding Pacific values into the VET system to address the specific needs of Pacific learners and industries.

The Pacific Fono formalised a Memorandum of Collaboration with the Pacific Business Trust, focusing on Pacific entrepreneurship and leadership development. Pacific representation in WDC governance has increased, with Pacific staff now making up 15% of the workforce.

Shared Data Platform

Te Mata Raraunga is a shared platform providing consistent and accurate vocational education and workforce data at an iwi, regional, and national level for each sector. Analysts from all WDCs contributed to its development, and an Ohu Ahumahi governance group is overseeing its ongoing evolution.



Te Ara ki Tua

The future is in our focus

Honouring Te Tiriti o Waitangi

Waihanga Ara Rau's commitment to honouring Te Tiriti o Waitangi is evident in our efforts to integrate Māori perspectives into workforce development initiatives. This includes recognising the historical and cultural significance of Mātauranga Māori and Tikanga in the construction and infrastructure sectors.

We have introduced programmes, procurement proposals and frameworks that incorporate traditional Māori approaches to land and resource management, thereby enriching the workforce's understanding of sustainable practices.

Enhancing Māori-Crown relations requires establishing avenues for Māori participation and contribution within the construction and infrastructure sectors. This involves championing initiatives that boost Māori representation in procurement, project boards, and key decision-making positions. It also entails fostering a seamless transition for Māori from schools and kura into industry and higher educational opportunities.

Waihanga Ara Rau advocates for cultural competency training within the workforce. This develops awareness, understanding and respect for Māori perspectives, leading to more effective collaboration and communication. By prioritising cultural competency, Waihanga Ara Rau promotes a workplace culture that values diversity and inclusion, which is essential for developing strong and confident teams.

Te Pane Taketake (Waihanga Ara Rau Iwi and Māori Engagement Team) was formed under the leadership of the Poumatua, in August 2024. This team will be critical in maintaining and expanding relationships with iwi Māori across Aotearoa New Zealand, and will serve as a dedicated liaison, fostering respectful, transparent and mutually beneficial relationships between Iwi Māori and Waihanga Ara Rau.

Te Pane Taketake objectives are to:

- a. Strengthen partnerships:** Build and maintain collaborative relationships with iwi Māori to align our functional responsibilities with iwi Māori aspirations and goals.
- b. Facilitate Communications:** Provide an effective approach to communications, ensuring iwi Māori are well informed and actively involved in decision-making.

- c. Enhance Cultural Competency:** Embed Māori cultural perspectives and practices within our operations and policies, reflecting a commitment to cultural respect and understanding.
- d. Promote Equity and Inclusion:** Address historical and systemic inequities by ensuring iwi Māori perspectives and needs are integrated into our strategic planning and operational activities.

Te Pane Taketake will help address the increasing demands from iwi Māori for support in various areas, including:

- a.** Cyclone Gabrielle recovery plans.
- b.** Procurement advice.
- c.** Training and education including training partnerships.
- d.** Community collaborations.
- e.** Involvement in major infrastructure projects.
- f.** Supporting iwi strategic plans.
- g.** Aligning career pathways to building iwi capability.
- h.** Creating small business models for iwi members.

As the Māori economy continues to grow, it is imperative that Waihanga Ara Rau responds in a timely and effective manner as part of fulfilling our commitment to honouring Te Tiriti o Waitangi.

Setting standards, capstone assessments and qualifications

We're focused on ensuring that all industry standards, qualifications and micro-credentials:

- Reflect the current and emerging skills industry values and needs.
- Define clear pathways for ākonga, whanau and industry.
- Provide the right mix of products and building blocks for learning.
- Strike the right balance between flexibility for ākonga and providers, and consistency for industry through qualification design that is enabling and inclusive.
- Support high-quality learning and assessment by working closely with industry and providers throughout the development process.
- Improve the ability for learners to transfer learning between contexts through the development of skill standards and collaboration across sectors and WDCs.

Our workplan provides detail about what, when and why we will review and develop qualification products. They reflect qualification review schedules, industry priorities and data and insights about qualification performance and are supported by key industry stakeholders. They reflect longer term development roadmaps and workforce development plans.

We regularly update our work programme in response to:

- Our engagements with industry, education providers and other stakeholders.
- Insights and data from workforce development plans and other research.
- Intelligence about emerging and evolving skills.
- Data and information about qualification product use and performance.



A high-level overview of the Qualifications Workplan for 2024/25 is below.

| Sector | Project | Q3'24 | Q4'24 | Q1'25 | Q2'25 |
|---------------------------|--|-------|-------|-------|-------|
| Access Trades | Review of Cranes qualifications and micro-credential and skill standards development | | | | |
| | Review of Rigging qualifications and skill standards development | | | | |
| | Review of Telehandler standards | | | | |
| | Review of Industrial Rope Access qualifications and skill standards development | | | | |
| | Development of new Edge Protection micro-credential | | | | |
| | Development of new Exterior Cleaning micro-credential | | | | |
| Civil | Review of Single Site Supervisor qualification and unit standards | | | | |
| | Development of micro-credentials aligned to the Temporary Traffic Management Credential Framework and review of Temporary Traffic Management qualification | | | | |
| | Review of Bitumen Production qualification | | | | |
| | Review and development of Infrastructure Projects & Contracts qualifications, skill standards and potential micro-credentials | | | | |
| | Review of Wheels Tracks and Rollers and development of skill standards | | | | |
| | Review of Traffic Incident Management qualification and development of skill standards | | | | |
| C&I Services | Development of Structural Detailing skill standards and micro-credentials | | | | |
| | Review and development of Procurement and Asset Management qualifications, skill standards and potential micro-credentials | | | | |
| Electricity Supply | Review of Electricity Supply Traction Line qualification | | | | |
| | Development of proposed Electricity Supply skill standards framework | | | | |
| Finishing Trades | Review of Flooring qualifications and development of skill standards | | | | |
| | Review of P&D qualifications and development of skill standards | | | | |
| | Development of new Floating Floors & Carpet Tiles micro-credentials | | | | |

| Sector | Project | Q3'24 | Q4'24 | Q1'25 | Q2'25 |
|---|---|-------|-------|-------|-------|
| Electro-technology | Review of Electrotechnology suite and development of skill standards and step-licensing micro-credentials | | | | |
| | Supply of Capstone Exams | | | | |
| | Review of Industrial Measurement and Control Level 4 theory qualification [2251] and development of skill standards | | | | |
| Offsite | Development of Joinery Detailing qualification and skill standards | | | | |
| Onsite | Development of Carpentry skill standards | | | | |
| | Development of Core Construction skill standards | | | | |
| | Review of Roofing qualification and development of skill standards | | | | |
| | Review of Glazing qualification and standards | | | | |
| | Development of Building Pathways Credential Landscape Proposal | | | | |
| | Review of BCATS qualifications and development of graded skill standards | | | | |
| | Development of new Paving qualification | | | | |
| | Development of new Glazing micro-credentials emerging from qualification review | | | | |
| | Review and development of Construction Supervision qualification, skill standards and micro-credentials | | | | |
| | Investigate viability of sustainability micro-credentials & curriculum | | | | |
| | Review of Carpentry and Construction Trade Skill qualifications and micro-credentials to align with skill standards and develop further credentials | | | | |
| | | | | | |
| Gas | Development of Gas Infrastructure micro-credentials to support Certificate of Competence Protocol (first 4 of 17) | | | | |
| Plumbing, Gasfitting & Drainlaying | Review of PGD Level 3 qualifications | | | | |
| | Development of Plumbing & Gasfitting micro-credentials emerging from Level 4 review | | | | |
| | Review of Plumbing, Gasfitting & Drainlaying Level 5 suite of qualifications and unit standards | | | | |
| Water | Review and development of Water Services suite of qualifications, skill standards and micro-credentials | | | | |

Continuous Improvement in Assurance

In the 2023 Assurance Plan, we used the word transformation to align with the intention of the Reform of Vocational Education era. Although the terms are very similar, transformation is the change that you want to bring about, but continuous improvement is the process of making small incremental changes that add up to significant change over time. Continuous improvement is more aligned to our assurance process and what we are trying to achieve over time and is the focus for our approach and thinking going forward.

The assurance cycle has our Mātauranga Māori framework wrapped around everything we do. The educational provider (tertiary or secondary) is at the centre of the model, where the outcome of the continuous improvement cycle incorporates the following:

- Moving away from a prescriptive model of assurance where moderation is driven by the Standard Setting Body (SSB) and aligns a one-size-fits-all approach to a combined cooperative and Self-Assurance model.
- Moving moderation from a granular model to a more holistic model. This means lifting the focus from moderating multiple single unit standards, to moderating at a programme or learning outcome level.
- Incorporating the requirement for providers to be continually meeting the Consent to Assess requirements. This maintains currency by ensuring providers continue to have the staff, facilities, equipment, and learning resources that consistently produce graduates who always meet the expectations of industry.
- Putting a focus on a provider's capability to self-assure and aligning this self-assurance to their context and needs. A provider already has obligations around internal evaluation processes, and this does not need to be duplicated by Waihangā Ara Rau, as the SSB. By aligning the assurance model to a provider's current evaluative processes, we are capitalising on what is already occurring, rather than duplicating or putting additional demands onto a provider. This also naturally incorporates Mātauranga Māori as an integral part of the process.

Ensuring the teaching and learning is aligned to the provider and programme(s) context and demographic of the ākonga enrolled. This means that learning and assessment can be more flexible and ākonga centred practice.



Thriving People, Thriving Industry Summit 2024

The 2024 Thriving People, Thriving Industry: Construction and Infrastructure Workforce Development Summit was held on 8 October 2024. The Summit addressed the big issues impacting the construction and infrastructure sectors, including the ongoing economic challenges.

It offered practical insights and tips for the present and future, emphasising resilience, productivity, adaptability, and the importance of strategic planning and looking after workers.

Thought leaders and changemakers from across the industry, including iwi/Māori and Pacific business leaders, shared examples of best practice, development of tools, lessons, insights and tips on:

- building future talent: strategic
- workforce planning
- elevating productivity: leadership excellence
- retaining your top crew: proven retention tactics.

Industry Projects 2024/25

Water Sector Pathways project

The purpose of the project is to make it easier for careers advisors, job seekers, career changers, and employees to understand the range of Water Sector pathways via an accessible and intuitive sector-wide representation of all pathways available. This includes pathways into and horizontally, and vertically across the sector. This is not limited to formal credentials and includes upskilling or ongoing competencies through life-long learning.

The project is supported by the Water Strategic Reference Group and is being funded through a grant from the Infrastructure Education and Training Charitable Trust.

The outcome of the project will be the mapping of all water-specific roles, the competencies associated with each role, how these competencies are recognised, and where competencies are recognised in other roles. This will also include trades from other industry sectors, e.g. registered electricians working in the water sector – what additional water sector competencies do they need on top of their core qualification?

Grass is Greener Research.

Commencing in July 2024, this research aims to provide New Zealand workers and employers with accurate, current insights into the realities of working in Australia. The report encourages New Zealand employers to challenge the perception that moving to Australia is always economically advantageous.

Early findings suggest that Kiwi employers now have the opportunity to engage in informed discussions with their workforce, addressing misconceptions and fostering talent retention. The research compares key economic factors such as income levels, house price-to-income ratios, living costs, and employment conditions. This analysis is supported by interviews with New Zealanders who moved to Australia and those who have since returned.

Initial results indicate that while Australia has traditionally been viewed as offering higher incomes, better career prospects, and a more affordable lifestyle, evolving economic conditions in both countries have diminished, reversed, or eliminated many of these advantages. Once finalised, the report will be shared with industry stakeholders and employers.

Disability Research Project

In partnership with Hanga-Aro-Rau, we are supporting disabled individuals in thriving within our industries. Following the 'Nothing About Us Without Us' principle, we established a disabled expert panel that is guiding the development of our Disability Action Plan. This began with a research project identifying the barriers and enablers for disabled people, set to launch in November.

The findings have informed our next steps, including initiatives like an industry pilot, industry guidelines, partnerships with disability inclusion organisations, and sharing success stories. Employers have shown interest in understanding the diversity of disabled people and making simple, inclusive changes.

The research also highlights the importance of dispelling myths about disabled individuals, using inclusive language, addressing the reluctance of people to disclose impairments, and demonstrating that supporting disabled individuals often comes at little cost while benefiting everyone. As industries face retention challenges and future labour shortages, this research underscores the potential of an untapped workforce ready for immediate contribution.

Workforce Information Platform (WIP) Functionality enhancements

The Workforce Information Platform (WIP) is a proven, 'bottom up' workforce forecasting tool, drawing from a database of planned and active construction and infrastructure projects. It reverse engineers project data – such as type, cost, and timing – to forecast occupation needs and provides regional and national workforce projections.

However, some sectors, like frame and truss manufacturing or access trades, lack baseline government data, and others, like the electricity supply sector, rely on asset management rather than distinct projects. The WIP Functionality Enhancements project seeks to expand modelling capabilities for all construction and infrastructure sectors. Over time, these enhancements will allow workforce modelling across scenarios, ensuring more comprehensive workforce planning.

Forecasting Future Workforce with EECA

Waihangā Ara Rau, in collaboration with the Energy Efficiency and Conservation Authority (EECA), is conducting a project to benchmark and forecast the electricity supply industry workforce. This goal is to better understand the current workforce, anticipate future needs, and identify key indicators for emerging roles and skills as the sector transitions to a low-carbon model.

The first step is benchmarking the current workforce through a census, which, although time consuming, is critical for accurate workforce modelling. This project focuses on the technical roles essential to the sector and differentiates between employed staff and contractors where possible.

The second phase involves identifying indicators from public data, such as asset management plans and capital investment forecasts from Electricity Distribution Businesses (EDBs), which will be used to predict future workforce demand. Once completed, the modelling will be integrated into the Workforce Information Platform.





Ngā mana urungi

Governance and accountability

Governance structure and responsibilities

The Waihanga Ara Rau Council operates in accordance with requirements and obligations set out in the following:

- Waihanga Ara Rau Construction and Infrastructure Order in Council (the OiC).
- Education and Training Act 2020.
- TEC Funding Agreement and Conditions.
- TEC Chief Executive's Letter of Expectations.
- The Council's Code of Ethics and Code of Conduct policies.

Two Co-Chairs and six Council members govern Waihanga Ara Rau. One Council member was co-opted for 12 months in accordance with Cl. 11 (2) of the OiC. From 1 July 2024, the co-opted Council Member secured a vacant Council Member position for a 4-year term. The Council does not plan to co-opt a new ninth member at this stage.

The Waihanga Ara Rau Council held eight council meetings during the year. The Council also held its annual strategy planning session with management in December 2023, which informed the development of our two-year Operational Plan 2024-26.

The Council undertook an independently-led review of its performance toward the end of 2023 as part of good governance practice. Several recommendations for improvement were made, and actions were developed for implementation. A follow-up review will be undertaken in September 2024.

The terms of two Council Members expired on 30 June 2024. A selection process was undertaken in April- May 2024 in accordance with Cl. 12 of the OiC. This included the establishment of a Selection Committee made up of 50% Council Members and 50% independent industry representatives. The Committee's recommendation to the Council was to reappoint one of the existing incumbents and to appoint the co-opted member to the other vacancy, which the Council approved on 11 June 2024. Daniel Rewi-Haines and Ruma Karaitiana were appointed to the two positions, both on 4-year terms.

Committees

The OiC empowers the Council to appoint committees to advise on any matters relating to the performance or exercise of its functions, duties, or powers.

The Audit, Finance and Risk (AFR) Committee assists the Council in fulfilling its responsibilities in relation to Waihanga Ara Rau external financial reporting, internal control environment, assurance and external audit functions, and risk management. It ensures effective performance reporting that honours Te Tiriti o Waitangi. The Committee consists of four members, including one chair. The committee met six times during the year.

The People, Culture and Safety (PCS) Committee oversees employee health, safety and wellbeing, advises the Council on remuneration matters, and ensures effective performance reporting that honours Te Tiriti o Waitangi. The Committee consists of four members, including one chair. The Committee met four times during the year.

Council members

**Elena Trout, Co-Chair**

Elena Trout is a Chartered Fellow of the Institute of Directors and a seasoned professional director. She has an extensive portfolio of directorships across both public and private companies, including Ara Ake Ltd, Callaghan Innovation, Ngāpuhi Asset Holding Company, Contact Energy, WorkSafe, Opuha Water Ltd, and Citycare Ltd. She is also Chair of the Energy Efficiency and Conservation Authority. Her governance roles also include chairing on several government and local government reviews. With a background in professional engineering, she has led the planning and delivery of significant national projects, particularly in the infrastructure and energy sectors.

**John Chapman, Co-Chair**

John Chapman, Ngāti Tuwharetoa, Te Whakatōhea, Te Whānau Apanui, is the owner and director of KAEA, which delivers programmes for Kāinga Ora, Māori Pacific Trades Training and various other community and whānau development organisations. He has held senior roles focusing on education and youth development at Visionwest Community Trust Education and Training Centre and Wellington City Mission. John is currently the Chief Executive Officer of Mates in Construction.

**Brendon Green**

Brendon Green, Ngāti Hikairo, Ngāpuhi, is an experienced director with a portfolio that has focused on energy, climate change, asset management, and engaging with the Māori economy and Māori communities. He is a director of Rau Paenga, Hiringa Energy, Tainui Kawhia Incorporation, Scion, and Marae representative for Te Whakakitenga o Waikato.

**Daniel Haines**

Daniel Haines, Te Rarawa, works at KPMG with clients to develop long-term strategies and realise their impact. His recent experience includes stakeholder engagement, urban regeneration, major infrastructure, and Treaty settlements. Daniel is also a board member of the Academic Quality Agency and ActionStation.



Ruma Karaitiana

Ruma Karaitiana Chairs the commercial arm of Rangitāne o Manawatū iwi as well as the Board of Education Services Limited and the Board of the Central Energy Trust. He has worked in governance for thirty years and served on many Boards, working parties and advisory groups including the Board of ACC. He currently also serves on the Board of Te Aho o Te Kura Pounamu (the former Correspondence School) where he Chairs the Risk and Audit Committee.



Bill Newson

Bill Newson has 40 years of experience within unions and recently retired as National Secretary of E tū. He maintains governance roles in industry training and suicide prevention.



Kieren Mallon

An experienced construction business owner, Kieren Mallon is a Director and National President of the Registered Master Builders Association of New Zealand (NZRMBA) and was awarded life membership of the Auckland Registered Master Builders Association. A previous BCITO board member. Current Director of the Building Construction Training Fund (BCTF) and Builders Academy NZ.



Tracy Davis

Tracy Davis of Ngāti Whātua is Trustee for Ngā Maunga Whakahii o Kaipara, owner of Free Flow Wairere and The Civil Collective Ltd, and Māori Outcomes Advisor to Acciona New Zealand. He also serves as Chair of the Iwi Advisor Panel of Hōkai Nuku on the Puhoi to Warkworth Motorway Project.



Chantelle Bailey

Chantelle Bailey, Te Rarawa, Ngāpuhi, Ngāti Hāmōa (Lotofaga and Le'auva'a) is an Associate Structural Engineer at Miyamoto New Zealand. She has more than 25 years of experience in engineering with a focus on structural and aircraft engineering, with roles in GHD, Aurecon, OPUS, and the Royal New Zealand Air Force. She is a chartered professional structural engineer (CPEng) with vast experience and understands the unique challenges the construction and infrastructure industries face. Chantelle's governance experience includes being a member of the MBIE Building Advisory Panel, Papaki Parihau (Engineering New Zealand Māori Advisory panel), WDC Kāhui Ahumahi and Pacific Fono member. Her extensive experience and knowledge on other advisory panels and boards further enriches the governance environment.

Council members' appointments, attendance and remuneration as at 30 June 2024

| Name of Councillor | Other roles | Start date of appointment | Total length of term | Council fees 2023/24 | Council meetings attended 2023/24 |
|---------------------------------|--|---------------------------|----------------------|----------------------|-----------------------------------|
| Bill Newson | Member of People, Culture and Safety Committee | June 2021 | 6 years | \$26,829 | 7/8 |
| Brendon Green ⁶ | Member of Audit, Finance and Risk Committee | June 2021 | 3 years | \$26,829 | 7/8 |
| Chantelle Bailey | Member of People, Culture and Safety Committee | June 2021 | 4 years | \$26,829 | 8/8 |
| Daniel Rewi Haines ⁷ | Chair of People, Culture and Safety Committee | June 2021 | 3 years | \$28,618 | 8/8 |
| Elena Trout | Ex officio of Audit, Finance and Risk Committee | June 2021 | 6 years | \$53,730 | 6/8 |
| Ruma Karaitiana ⁸ | Member of Audit, Finance and Risk Committee | October 2023 | 1 year | \$22,358 | 8/8 |
| John Chapman | Ex officio of People, Culture and Safety Committee | June 2021 | 6 years | \$53,730 | 8/8 |
| Kieren Mallon | Chair of Audit, Finance and Risk Committee | June 2021 | 4 years | \$29,512 | 6/8 |
| Tracy (William) Davis | Member of People, Culture and Safety Committee | June 2021 | 4 years | \$26,829 | 6/8 |

6. Brendon Green finished up from his position as a Waihangā Ara Rau Council Member on 30 June 2024.

7. Daniel Rewi Haines was reappointed to his position on the Waihangā Ara Rau Council from 1 July 2024, for a 4-year term.

8. Ruma was initially co-opted onto the Council for a 12-month period. He was formally appointed as a Council Member from 1 July 2024, for a 4-year term.

Ā mātou kaimahi

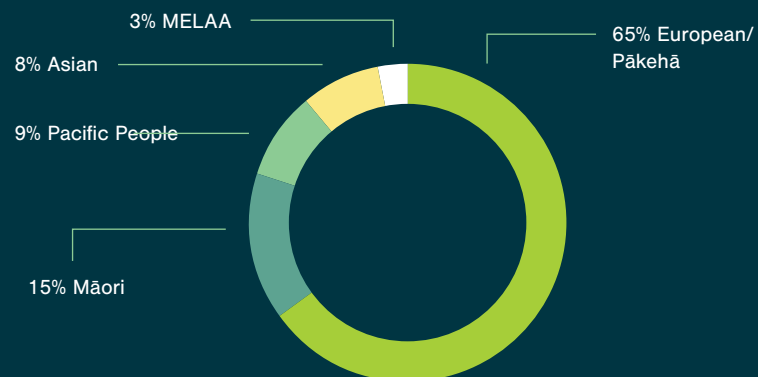
Our people

As at 30 June 2024, Waihangā Ara Rau has 66 employees. We have continued to optimise our FTE allocations and scope of positions during the year, to ensure we are set up to achieve our priorities.

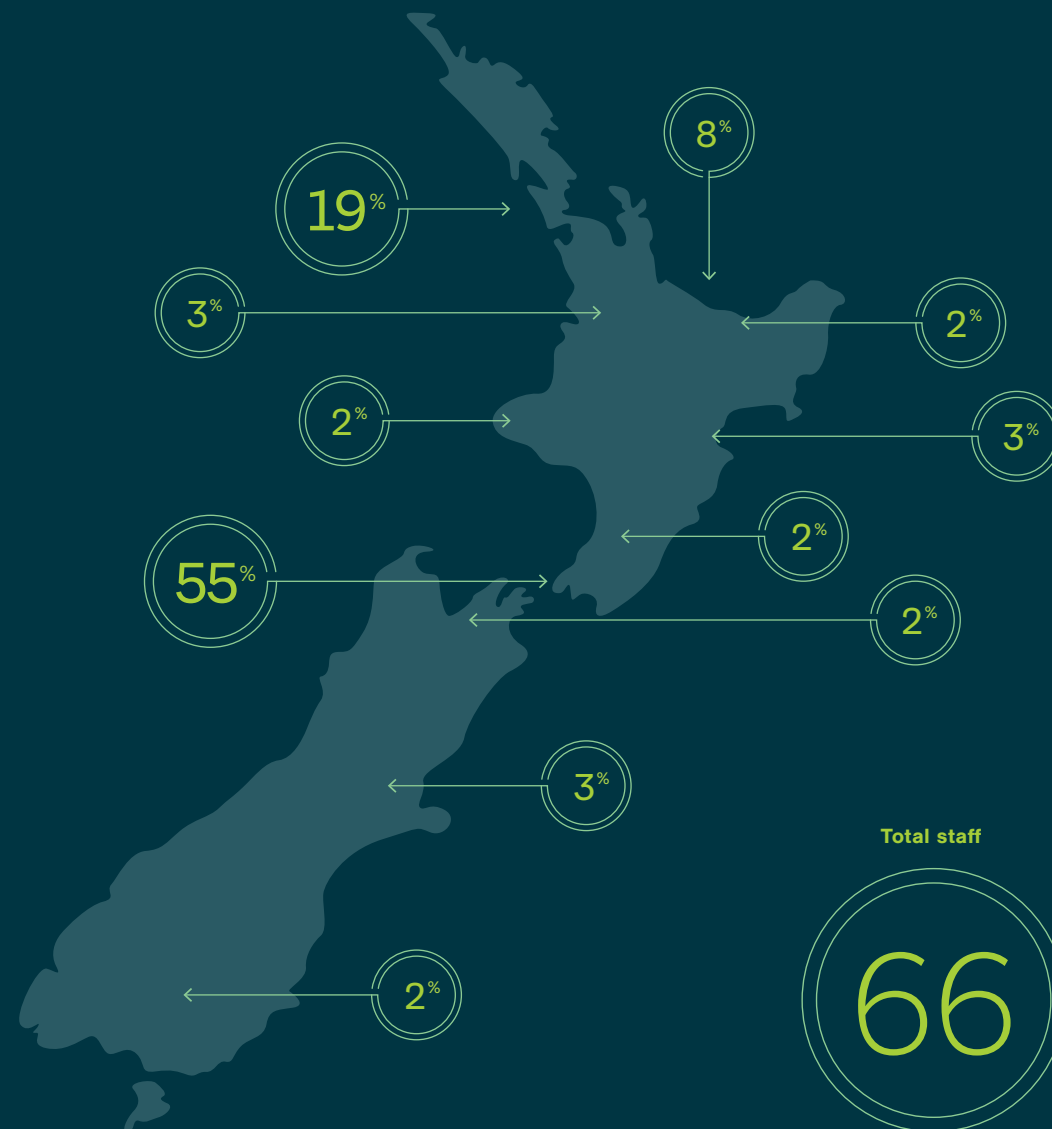
Gender



Ethnicity



Our people are located across the motu



Te Taha Pūtea Financial Performance



Independent auditor's report



BDO Wellington Audit Limited

To the readers of Waihangā Ara Rau - Construction and Infrastructure Workforce Development Council's financial statements and statement of service performance for the year ended 30 June 2024

The Auditor-General is the auditor of Waihangā Ara Rau - Construction and Infrastructure Workforce Development Council (the "Council"). The Auditor-General has appointed me, Geoff Potter, using the staff and resources of BDO Wellington Audit Limited, to carry out the audit of the financial statements and statement of service performance of the Council on his behalf.

Opinion

We have audited:

- the financial statements of the Council on pages 56 to 85, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 21 to 33.

In our opinion:

- the financial statements of the Council on pages 56 to 85:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the year then ended; and

- comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board; and
- the statement of service performance on pages 21 to 33:
 - presents fairly, in all material respects, the Council's service performance achievements for the year ended 30 June 2024; and
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information, and we explain our independence.

Basis for our opinion

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



BDO Wellington Audit Limited

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

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

Responsibilities of the Council for the financial statements and the statement of service performance

The Council is responsible on behalf of the Council for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Council is also responsible on behalf of the Council for preparing a statement of service performance that is fairly presented and that complies with generally accepted accounting practice in New Zealand.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Council is responsible on behalf of the Council for assessing the Council's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities arise from the from the Order in Council made under section 363 of the Education and Training Act 2020 and the Charities Act 2005.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

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

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

For the budget information reported in the financial statements and the statement of service performance, our procedures were limited to checking that the information agreed to the Council's approved budget.

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

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

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We evaluate the appropriateness of the reported performance information within the Council's framework for reporting its performance.



BDO Wellington Audit Limited

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

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

Our responsibilities arise from the Public Audit Act 2001.

Emphasis of Matter

Uncertainty over the future of Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

Without modifying our opinion, we draw attention to note 1 on page 61, which outlines uncertainties over the future of Waihanga Ara Rau - Construction and Infrastructure Workforce Development Council due to the government's ongoing review of vocational education and training. The financial statements have been prepared on a going concern basis of accounting (see note 1), because a final decision has not yet been made by the Government at the date of the audit report.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 19 and 34 to 51, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of

service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

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

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

Geoff Potter

BDO Wellington Audit Limited
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Responsibility

Waihangā Ara Rau is responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance about the integrity and reliability of reporting. The Council is responsible for the preparation of the Statements of Performance, under the Public Finance Act 1989, and Financial Statements for Waihangā Ara Rau and for the judgements made within them.

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Waihangā Ara Rau for 1 July 2023 to 30 June 2024.

The Financial Statements fairly reflect the financial position and operations of Waihangā Ara Rau for 1 July 2023 to 30 June 2024.

Signed by:



Elena Trout

Co-Chair

31 October 2024



John Chapman

Co-Chair

31 October 2024



Philip Aldridge

Chief Executive

31 October 2024

*Explanations of major variances against budget are provided in Note 14.
The accompanying notes form part of these financial statements.*

Statement of Comprehensive Revenue and Expense Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|---|------|---------------|---------------|---------------|
| Revenue | | | | |
| Government funding | 2 | 12,260 | 12,260 | 12,260 |
| Grants funding | 2 | 241 | - | 1,623 |
| Interest revenue | 2 | 144 | 153 | 103 |
| Total revenue | | 12,645 | 12,413 | 13,986 |
| Expenditure | | | | |
| People related expenses | 3 | 8,926 | 8,745 | 8,054 |
| Hāpaitia Limited - Shared Council services ⁽¹⁾ | 3 | 1,473 | 1,592 | 1,604 |
| Administration and other expenses | 3 | 2,016 | 2,072 | 3,950 |
| Depreciation | 3 | 2 | - | 1 |
| Total expenditure | | 12,417 | 12,409 | 13,609 |
| Surplus/(Deficit) | | 228 | 4 | 377 |
| Other comprehensive revenue and expense | | - | - | - |
| Total comprehensive revenue and expense | | 228 | 4 | 377 |

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.

Statement of Financial Position

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|----------------------------------|------|--------------|--------------|--------------|
| Assets | | | | |
| Current assets | | | | |
| Cash and cash equivalents | 4 | 4,202 | 941 | 877 |
| Short-term investments | 5 | - | 2,800 | 3,000 |
| Trade and other receivables | 6 | 924 | 838 | 1,108 |
| Prepayments | | 18 | - | 56 |
| Total current assets | | 5,144 | 4,579 | 5,041 |
| Non-current assets | | | | |
| Property, plant and equipment | 8 | 5 | 4 | 19 |
| Total non-current assets | | 5 | 4 | 19 |
| Total current assets | | 5,149 | 4,583 | 5,060 |
| Liabilities | | | | |
| Current liabilities | | | | |
| Trade and other payables | 9 | 646 | 511 | 902 |
| Employee entitlements | 10 | 464 | 70 | 406 |
| Revenue received in advance | 11 | 200 | - | 141 |
| Total current liabilities | | 1,310 | 581 | 1,449 |
| Total liabilities | | 1,310 | 581 | 1,449 |
| Net assets | | 3,839 | 4,002 | 3,611 |

| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|----------------------------------|------|--------------|--------------|--------------|
| Equity | | | | |
| Accumulated surplus | 13 | 107 | 1,170 | 241 |
| Operating reserve | 13 | 3,000 | 1,800 | 1,800 |
| Capital reserve | 13 | 662 | 657 | 795 |
| Special projects reserve | 13 | 70 | 375 | 775 |
| Total equity attributable | | 3,839 | 4,002 | 3,611 |

Explanations of major variances against budget are provided in Note 14.
The accompanying notes form part of these financial statements.

Statement of Changes in Net Assets/Equity

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



| 2024 | | Accumulated revenue and expense | Operating reserve | Capital reserve | Special projects reserve | Total net assets/equity |
|---|------|---------------------------------------|----------------------|--------------------|--------------------------------|----------------------------|
| All in \$000s | Note | | | | | |
| Balance at 1 July 2023 | 13 | 241 | 1,800 | 795 | 775 | 3,611 |
| Total comprehensive revenue and expense for the year | | 228 | - | - | - | 228 |
| Transfers between reserves | | | | | | |
| Operating reserve | | (1,200) | 1,200 | - | - | - |
| Capital reserve | | 133 | - | (133) | - | - |
| Special projects reserve | | 705 | - | - | (705) | - |
| Total transfers | | (362) | 1,200 | (133) | (705) | - |
| Balance at 30 June 2024 | | 107 | 3,000 | 662 | 70 | 3,839 |

| 2023 | | Accumulated revenue and expense | Operating reserve | Capital reserve | Special projects reserve | Total net assets/equity |
|---|------|---------------------------------------|----------------------|--------------------|--------------------------------|----------------------------|
| All in \$000s | Note | | | | | |
| Balance at 1 July 2022 | 13 | 159 | 1,800 | 900 | 375 | 3,234 |
| Total comprehensive revenue and expense for the year | | 377 | - | - | - | 377 |
| Transfers between reserves | | | | | | |
| Operating reserve | | - | - | - | - | - |
| Capital reserve | | 105 | - | (105) | - | - |
| Special projects reserve | | (400) | - | - | 400 | - |
| Total transfers | | (295) | - | (105) | 400 | - |
| Balance at 30 June 2023 | | 241 | 1,800 | 795 | 775 | 3,611 |

Statement of Cash flows

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|---|------|--------------|--------------|----------------|
| Operating activities | | | | |
| Receipts from Government | | 12,318 | 12,260 | 12,811 |
| Receipts of interest | | 181 | 153 | 103 |
| Receipts of other revenue | | 211 | - | - |
| Goods and services tax (net) | | 111 | 744 | (224) |
| Payments to people | | (8,020) | (8,629) | (7,890) |
| Payments to suppliers | | (4,519) | (4,620) | (5,877) |
| Net cash flows from operating activities | | 282 | (92) | (1,077) |
| Investing activities | | | | |
| Sale/(Purchase) of Property, plant and equipment | | 12 | - | (20) |
| Purchase of Term Deposits | | - | - | (3,000) |
| Sale of Term Deposits | | 3,000 | - | - |
| Net cash flows from investing activities | | 3,012 | - | (3,020) |
| Financing activities | | | | |
| Advances to Hāpaitia | | - | - | (372) |
| Advances repaid by Hāpaitia | | 31 | - | - |
| Net cash flows from financing activities | | 31 | - | (372) |
| Net (decrease)/increase in cash and cash equivalents | | 3,325 | (92) | (4,469) |
| Cash and cash equivalents at beginning of the period | | 877 | 3,833 | 5,346 |
| Cash and cash equivalents at end of the period | | 4,202 | 3,741 | 877 |

Explanations of major variances against budget are provided in Note 14.
The accompanying notes form part of these financial statements.

Note Index

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



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Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



1. Statement of accounting policies

Reporting entity

Waihangā Ara Rau is domiciled in Aotearoa New Zealand and is a charitable organisation registered under the Charities Act 2005. The Council is a body corporate established in October 2021 through Orders in Council (OiC) and in accordance with section 363 of the Education and Training Act 2020. The role of Waihangā Ara Rau is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development. Waihangā Ara Rau will give their industries and employers greater leadership and influence across vocational education. Success for Waihangā Ara Rau will mean employers - including Māori business owners - are confident that vocational education graduates are ready for work and that the future skills needs of their industry will be addressed by the vocational education system.

Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period. This means accounts have been produced on the assumption that we will continue to operate for the foreseeable future (a period of greater than

12 months after the reporting date). Preparing the accounts on a going concern basis will be subject to an annual assessment and declaration as part of the audit of the Annual Report and Financial Statements.

Management has identified the following material uncertainties that may cast significant doubt on the entity's ability to continue as a going concern:

1. Changes in law or regulation or government policy expected to adversely affect the entity.

The government has sought feedback from the public through consultation on proposed reforms to replace the current vocational education and training system. The consultation period closed 12 September 2024. The proposed reforms do not include an option to retain the current system and so depending on the outcome of the consultation process the Waihangā Ara Rau Workforce Development Council may ultimately be disestablished. Should the reform lead to the disestablishment of the Waihangā Ara Rau Workforce Development Council then Waihangā Ara Rau may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

2. No indication of funding beyond 30 June 2025.

At the time of executing these financial statements the entity has only secured government funding until 30 June 2025 as advised by the Tertiary Education Commission on 18 September 2024. Given that government funding is the sole revenue source for the entity's operations, failure to secure further funding will result in Waihangā Ara Rau being unable to continue operations. Should funding not be secured beyond 30 June 2025 Waihangā Ara Rau Workforce Development Council may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

Significant assumption applied in determining the appropriateness of the going concern assumption:

If, as an outcome of the consultation, the government decides to disestablish the workforce development councils, new legislation would need to be drafted and approved by Parliament. At the time of signing the financial statements there is no indication on what the final decisions will be or if and when the government will act on its proposals or the consultation outcome, therefore it was concluded that the going concern assumption is appropriate until that time.

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



1. Statement of accounting policies (continued)

Reporting period

The reporting period for the current year is for the 12-month period 1 July 2023 to 30 June 2024 with the comparative year also reflecting 12 months of activities.

Statement of compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity (PBE) Accounting Standards Reduced Disclosure Regime (RDR) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for public sector entities. For the purposes of complying with NZ GAAP, the Council is a public sector public benefit entity and is eligible to apply Tier 2 Public Sector PBE Standards RDR on the basis that it does not have public accountability and it is not defined as large. The Council members have elected to report in accordance with Tier 2 Public Sector PBE Accounting Standards RDR and in doing so have taken advantage of all applicable RDR disclosure concessions.

The Council has complied with its obligations under the Charities Act 2005.

These financial statements were authorised for issue by Waihangā Ara Rau Council on 31 October 2024.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars which is the functional currency of Waihangā Ara Rau, and all values are rounded to the nearest thousand dollars (\$000). There has been no change in the functional currency of the controlling entity or any significant foreign operations during the year.

Budget figures

Budget figures provided in the annual financial reports will be derived from the financial budget approved by the Council at the beginning of the financial year. The budget figures were prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements.

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



1. Statement of accounting policies (continued)

Use of judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Judgements made in applying accounting policies that have had significant effects on the amounts recognised in the financial statements include the following:

- as exercised judgement when recognising grant revenue to determine if conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract
- judgement was also required when distinguishing between the research and development phase of projects and whether software costs meet the recognition criteria for capitalisation.

Assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending 30 June 2024 include the following:

- Useful lives and residual values - The useful lives and residual values of assets are assessed using the following to determine potential future use and value from disposal, the condition of the asset, the nature of the asset, its susceptibility and adaptability to changes, the nature of the process in which the asset is deployed availability of funding to replace the asset changes in the market in relation to the asset.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position. The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

Income Tax

Waihanga Ara Rau is exempt from Income Tax as it is a registered Charity under the Charities Act 2005. Accordingly, no provision will be made for Income Tax.

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



2. Revenue

Accounting Policy

Revenue is recognised when the amount of revenue can be measured reliably and it is probable that economic benefits will flow to Waihangā Ara Rau, and measured at the fair value of consideration received or receivable. The following specific recognition criteria in relation to revenue streams must also be met before revenue is recognised.

Revenue from Exchange Transactions

Interest and dividends

Interest revenue is recognised on an accrual basis, using the effective interest rate. Dividends are recognised when the right to receive payment has been established.

Revenue from Non-Exchange Transactions

Non-exchange transactions are those where we receive an inflow of resources (e.g., cash and other tangible or intangible items) but provides no (or nominal) direct consideration in return. With the exception of services-in-kind, inflows of resources from non-exchange transactions are only recognised as assets where both:

- it is probable that the associated future economic benefit or service potential will flow to the entity, and
- fair value is reliably measurable.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting present obligation as a result of the non-exchange transactions, where both:

- it is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation, and
- the amount of the obligation can be reliably estimated.

The following specific recognition criteria in relation to our non-exchange transaction revenue streams must also be met before revenue is recognised.

Government Funding

Funding under the Workforce Development Council Fund is the main source of operational funding for Waihangā Ara Rau from the Tertiary Education Commission (TEC). Waihangā Ara Rau considers this funding to be non-exchange revenue and recognises the TEC funding as revenue when received. The TEC funding has stipulations, and they take the form of restrictions not conditions.

Grants

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the immediate recognition of revenue.

Other grants received

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the recognition of revenue. Stipulations that are 'conditions' specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, resulting in the recognition of a non-exchange liability that is subsequently recognised as a non-exchange revenue as and when the 'conditions' are satisfied. Stipulations that are 'restrictions' do not specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, and therefore do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue.

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



2. Revenue (continued)

| All in \$000s | Actual 2024 | Actual 2023 |
|---|---------------|---------------|
| Government funding classified as non-exchange transactions | | |
| Government funding classified as non-exchange transactions | 12,260 | 12,260 |
| Project grant funding classified as non-exchange transactions | 241 | 1,623 |
| Total Government funding | 12,501 | 13,883 |
| Other revenue classified as exchange transactions | | |
| Interest revenue | 144 | 103 |
| Total other revenue | 144 | 103 |
| Total revenue | 12,645 | 13,986 |
| Revenue classification | | |
| Non-exchange revenue | 12,501 | 13,883 |
| Exchange revenue | 144 | 103 |
| Total revenue | 12,645 | 13,986 |

Project grant funding classified as non-exchange transactions

Waihanga Ara Rau received several grants to fund projects as detailed in the table below, including a contribution towards the Industry Summit. Income for these projects is recognised as expenditure as incurred. The Industry equity project was novated from BCITO in October 2021.

| All in \$000s | Project grant funding 2024 | Project grant funding 2023 |
|---|----------------------------|----------------------------|
| Project Name | | |
| Industry Equity Project | 2 | 598 |
| Electricity Supply and Three Waters Nahere Whakamahinga Project | - | - |
| Industry Recovery Packages (micro-credentials) | - | 325 |
| Construction Workforce Forecasting | - | - |
| Plumbing, Gasfitting and Drainlaying Industry Training | - | 700 |
| Construction and Infrastructure Workforce Development Summit – Thriving People, Thriving Industry | 99 | - |
| See yourself in the Electricity Supply Industry | 140 | - |
| Total Government funding | 241 | 1,623 |

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



3. Expenditure

The table below provides detail regarding key areas of expenditure shown in the Statement of Comprehensive Revenue and Expense.

| All in \$000s | Actual 2024 | Actual 2023 |
|---|--------------|--------------|
| People related expenses | | |
| Wages and salaries | 8,048 | 7,207 |
| Contractors | 490 | 473 |
| Councillors and board expenses | 295 | 346 |
| Other employee expenses | 93 | 28 |
| Total | 8,926 | 8,054 |
| Hāpaitia Shared Council Services⁽¹⁾ | 1,473 | 1,604 |
| Depreciation and Amortisation | | |
| Depreciation | 2 | 1 |
| Total | 2 | 1 |
| Administration and other expense | | |
| Consultancy costs | | |
| Consultancy costs | 166 | 411 |
| Audit expenses ⁽²⁾ | 38 | 55 |
| Legal fees | 76 | 22 |
| Total | 280 | 488 |
| People and Culture costs | | |
| Other staff costs | 71 | 188 |
| Recruitment costs | 37 | 92 |
| Total | 108 | 280 |

| All in \$000s | Actual 2024 | Actual 2023 |
|--|---------------|---------------|
| Information Technology costs | | |
| IT licensing costs | 6 | - |
| Subscriptions and memberships | 54 | 73 |
| Total | 60 | 73 |
| Office and other costs | | |
| General expenses | 295 | 607 |
| Travel and engagement costs | 833 | 508 |
| Communication and marketing | 440 | 370 |
| Project costs | - | 1,624 |
| Total | 1,568 | 3,109 |
| Total administration and other expenses | 2,016 | 3,950 |
| Total expenditure | 12,417 | 13,609 |

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.
2. Audit expenses paid or payable to BDO for the audit of financial statements.

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



4. Cash and cash equivalents

Accounting Policy

Cash and cash equivalents include cash on hand, cash in transit, in bank accounts and deposits with an original maturity of no more than three months. They are reported initially and subsequently at amount invested. If there are bank overdrafts these are shown in current liabilities in the Statement of financial position.

| All in \$000s | Actual 2024 | Actual 2023 |
|---------------|--------------|-------------|
| Bank deposits | 198 | 877 |
| Call deposits | 4,004 | - |
| Total | 4,202 | 877 |

There are no restrictions over any of the cash and cash equivalent balances held by Waihanga Ara Rau. A Call account was held with the Bank of New Zealand with a daily floating interest rate.

5. Short-term investments

Accounting Policy

Deposits with an original maturity of more than three months and less than one year are recognised as short-term investments.

| All in \$000s | Actual 2024 | Actual 2023 |
|-------------------------------|-------------|--------------|
| Short-term investments | | |
| Term deposits | - | 3,000 |
| Total | - | 3,000 |

At 30 June 2024 there were no term deposits. (2023: \$3,000).

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



6. Trade receivables and other receivables

Accounting Policy

Receivables are recognised initially at fair value plus directly attributable transaction costs and subsequently at amortised cost, using the effective interest method, less impairment losses.

For trade receivables from exchange transactions impairment losses are based on an assessment of the lifetime expected credit loss conducted at the end of each reporting period. That is, at each reporting date, the entity is required to assess whether it expects to recover all receivable balances outstanding and, if not, perform an assessment of the amount of loss expected to be suffered over the life of the receivable.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults and adjustments for future economic indicators.

The amount of the loss is measured as the difference between the receivables carrying amount and the present value of estimated future cash flow. The carrying amount of the asset is reduced and the amount of the loss is recognised in surplus or deficit.

In a subsequent period, if the amount of the impairment loss decreases, the reversal of previously recognised impairment loss is recognised in the surplus or deficit.

There are no amounts overdue or to be impaired at the reporting date and no balances were written off to bad debts during the reporting period.

There are no recoverables from non-exchange transactions at reporting date.

Advances

Advances have been made to Hāpaitia Limited for shared services to be provided. As provided in the Service Contract with Hāpaitia Limited further advances are made on request from Hāpaitia Limited and should the contract be terminated at any time, once all obligations of the Council to Hāpaitia Limited have been met the balance of the advance account would be payable to the Council. The advance to Hāpaitia Limited, an associate, is non-interest bearing (Note 17).

| All in \$000s | Actual 2024 | Actual 2023 |
|---|-------------|--------------|
| Trade receivables | | |
| Trade receivables from exchange transactions | - | 42 |
| Net trade receivables from exchange transactions | - | 42 |
| Receivables from non-exchange transactions | | |
| GST receivable | 130 | 241 |
| Advances to Hāpaitia | 794 | 825 |
| Total receivables from non-exchange transactions | 924 | 1,066 |
| Total receivables | 924 | 1,108 |

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



7. Associates

Accounting Policy

Associates

An associate is an entity over which Waihangā Ara Rau has significant influence, but not control, over the financial and operating policies and that is neither a subsidiary nor an interest in a joint venture.

Investments in associates are accounted for in the financial statements using the equity method of accounting. Investments in associates are measured at cost, including directly attributable transaction costs, in our financial statements, and there is no quoted market value for determining the fair value of the investment in the Associate.

Waihangā Ara Rau holds significance over the following entity, which is accounted for using the equity method:

| Name | Voting rights and Ownership interest |
|------------------|--------------------------------------|
| Hāpaitia Limited | 16.67% |

Hāpaitia Limited, shared services provider for the Workforce Development Councils, operates on a break-even basis and hence there are no accumulated revenues and expenses to be carried forward. Each Council was issued with one equal share, unpaid. Therefore no Investment in associate balance is reported in the Council Statement of Financial Position.

Hāpaitia Limited has the same reporting date as Waihangā Ara Rau, being 30 June. The company is domiciled in New Zealand and is a Limited Liability company. There are no significant restrictions regarding the distribution of dividends or repayments of loans from Associates. There were no contingent liabilities in relation to the associate, Hāpaitia Limited, as at reporting date.

Management determined that Waihangā Ara Rau had significant influence over Hāpaitia Limited even though it held less than 20% of the voting rights because it has one representative on the board of directors of Hāpaitia Limited and has the same voting rights as the other five shareholders in Hāpaitia Limited, all of whom are Workforce Development Councils.

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



8. Property, plant and equipment

Accounting Policy

Property, plant, and equipment consists of three asset classes: computer equipment, office equipment and office fit out. All asset classes are measured at cost, less accumulated depreciation, and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

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 Waihangā Ara Rau and the group and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition. 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 Toi Mai and the group 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. Additions over \$2,000 in value are capitalised. Amounts under this are expensed.

Disposals

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

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

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

- Computer equipment SL 33.3%

Impairment

No assets have been impaired during the reporting period.

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



8. Property, plant and equipment (continued)

| All in \$000s | Office equipment | Computer equipment | Capital work in progress | Total |
|--|------------------|--------------------|--------------------------|------------|
| Cost or valuation | | | | |
| Balance at 1 July 2023 | - | 5 | 15 | 20 |
| Additions | 3 | - | - | 3 |
| Reclassifications | 5 | (5) | - | - |
| Transfer to expenses | - | - | (15) | (15) |
| Balance at 30 June 2024 | 8 | - | - | 8 |
| Accumulated amortisation and impairment | | | | |
| Balance at 1 July 2023 | - | (1) | - | (1) |
| Depreciation | (2) | - | - | (2) |
| Reclassifications | (1) | 1 | - | - |
| Balance at 30 June 2024 | (3) | - | - | (3) |
| Net Book Value | | | | |
| As at 1 July 2023 | - | 4 | 15 | 19 |
| As at 30 June 2024 | 5 | - | - | 5 |

| All in \$000s | Office equipment | Computer equipment | Capital work in progress | Total |
|--|------------------|--------------------|--------------------------|------------|
| Cost or valuation | | | | |
| Balance at 1 July 2022 | - | - | - | - |
| Additions | - | 5 | 15 | 20 |
| Disposals | - | - | - | - |
| Transfer to assets | - | - | - | - |
| Balance at 30 June 2023 | - | 5 | 15 | 20 |
| Accumulated amortisation and impairment | | | | |
| Balance at 1 July 2022 | - | - | - | - |
| Depreciation | - | (1) | - | (1) |
| Prior year adjustment | - | - | - | - |
| Disposals | - | - | - | - |
| Balance at 30 June 2023 | - | (1) | - | (1) |
| Net Book Value | | | | |
| As at 1 July 2022 | - | - | - | - |
| As at 30 June 2023 | - | 4 | 15 | 19 |

Notes to the Financial Statements
Waihangā Ara Rau – Construction and Infrastructure
Workforce Development Council
For the year ended 30 June 2024



9. Trade and other payables

Accounting Policy

Short-term payables are initially recognised at fair value plus directly attributable transaction costs and subsequently at amortised cost, using the effective interest method. Payables are non-interest bearing and are normally settled on the 20th day of following month or earlier per due date.

| All in \$000s | Actual 2024 | Actual 2023 |
|----------------|-------------|-------------|
| Trade payables | 563 | 616 |
| Accruals | 74 | 279 |
| Other payables | 9 | 7 |
| Total | 646 | 902 |

10. Employee benefit liabilities

Accounting Policy

Short-term employee benefits

Short-term employee benefit liabilities are recognised when there is a legal or constructive obligation to remunerate employees for services provided and that are expected to be settled wholly before 12 months after the reporting date. Short-term employee benefits are measured on an undiscounted basis and expensed in the period in which employment services are provided. These include salaries and wages accrued up to reporting date, annual leave earned but not yet taken at reporting date.

Long-term employee benefits

Long-term employee benefits are those that are due to be settled beyond 12 months after the reporting date in which the employee provides the related service, such as long service leave and retirement gratuities, and have been calculated on an actuarial basis.

The calculations are based on:

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

Annual leave and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of reporting are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



10. Employee benefit liabilities (continued)

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans such as KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are recognised as an employee benefit expense in surplus or deficit in the periods during which services are rendered by employees.

Prepaid contributions are recognised as an asset (prepayment) to the extent that a cash refund or a reduction in future payments is available. Contributions to a defined contribution plan that are due more than 12 months after the end of the period in which the employees render the service are discounted to their present value.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|-------------|-------------|
| Current | | |
| Short-term employee benefits | 464 | 406 |
| Current portion of long-term employee benefits | - | - |
| | 464 | 406 |

11. Revenue received in advance

Accounting Policy

Project funding received has been recognised as income when expenditure directly related to project deliverables has been incurred. The remaining funding has been recognised as revenue in advance and is expected to be released to the Statement of Comprehensive Revenue and Expense as the various project deliverables are completed. Unspent project funding at the conclusion of the project, as provided in the grant funding agreement, will be returned to the funder.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|-------------|-------------|
| Revenue received in advance | | |
| Project funding | 200 | 141 |
| Total | 200 | 141 |
| Current portion | 200 | 141 |
| Total revenue received in advance | 200 | 141 |

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



12. Financial instruments

Waihanga Ara Rau initially recognises financial instruments when Waihanga Ara Rau becomes a party to the contractual provisions of the instrument. Waihanga Ara Rau derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by Waihanga Ara Rau is recognised as a separate asset or liability. Waihanga Ara Rau derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. Financial assets and financial liabilities are also derecognised when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid. Financial assets and liabilities are offset, and the net amount presented in the statement of financial position when, and only when, Waihanga Ara Rau has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Waihanga Ara Rau classifies financial assets and financial liabilities as amortised cost. Financial instruments are initially measured at fair value plus directly attributable transactions costs. Subsequent measurement is dependent on the classification of the financial instrument and is specifically detailed in the accounting policies provided in notes 6 and 9 and below.

i) Classification of financial instruments

The tables below show the carrying amount of our financial assets and financial liabilities at the reporting date.

| 2024 | | Financial Assets | Financial Liabilities | Total |
|---|------|------------------|-----------------------|--------------|
| All in \$000s | Note | Amortised cost | Amortised cost | |
| Subsequently not measured at fair value | | | | |
| Cash and cash equivalent (assets) | 4 | 4,202 | - | 4,202 |
| Receivables | 6 | 794 | - | 794 |
| Payables | 9 | - | (646) | (646) |
| | | 4,996 | (646) | 4,350 |

| 2023 | | Financial Assets | Financial Liabilities | Total |
|---|------|------------------|-----------------------|--------------|
| All in \$000s | Note | Amortised cost | Amortised cost | |
| Subsequently not measured at fair value | | | | |
| Cash and cash equivalent (assets) | 4 | 877 | - | 877 |
| Short-term investments | 5 | 3,000 | - | 3,000 |
| Receivables | 6 | 867 | - | 867 |
| Payables | 9 | - | (902) | (902) |
| | | 4,744 | (902) | 3,842 |

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



12. Financial instruments (continued)

ii) Fair value through surplus or deficit

These assets arise principally from the provision of goods and services to customers (e.g., trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within PBE IPSAS 41 using a provision matrix in the determination of the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised in surplus

or deficit. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Waihanga Ara Rau financial assets measured at amortised cost comprise trade receivables from exchange transactions and other receivables

and cash and cash equivalents in the statement of financial position. Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

iii) Amortised cost financial liabilities

Financial liabilities at amortised cost are initially recognised at fair value net of any transaction costs directly attributable to the issue of the instrument. They are subsequently measured at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is at a constant rate on the balance of the liability carried in the Statement of financial position. For the purposes of each financial liability, interest expense includes initial transaction costs and any premium payable on redemption, as well as any interest or coupon payable while the liability is outstanding.

Waihanga Ara Rau financial liabilities measured at amortised cost comprise trade and other payables and accruals in the Statement of Financial Position.

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



13. Equity

Accounting Policy

Our equity comprises accumulated revenue and expenses and reserves. Equity is represented by net assets. Waihangā Ara Rau manages its equity by prudently managing revenues, expenses, assets, liabilities, investments, and general financial dealings to ensure that it achieves its objectives and purpose, while remaining a going concern. As provided in the Prudent Reserves policy movements in reserves, both inward and outward, must be approved by the Council. The prudent reserves policy provides guidelines for determining the appropriate level of capital, operating and other reserves for the Council to hold each year to maintain its financial health.

| All in \$000s | Actual 2024 | Actual 2023 |
|---|--------------|--------------|
| Equity | | |
| Accumulated revenue and expenses | 107 | 241 |
| Reserves | | |
| Operating reserve | 3,000 | 1,800 |
| Capital reserve | 662 | 795 |
| Special projects reserve | 70 | 775 |
| Total reserves | 3,732 | 3,370 |
| Total equity | 3,839 | 3,611 |
| All in \$000s | Actual 2024 | Actual 2023 |
| Accumulated revenue and expenses | | |
| Balance at 1 July | 241 | 159 |
| Surplus/(deficit) for the year before other comprehensive revenue and expenditure | 228 | 377 |
| Allocation from/(to) Operating reserve | (800) | - |
| Allocation from/(to) Capital reserve | 133 | 105 |
| Allocation from/(to) Special projects reserve | 305 | (400) |
| Balance as at 30 June | 107 | 241 |

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



13. Equity (continued)

The Operating reserve was established by Council under the Prudent Reserves policy to receive an allocation of operating surplus for the financial year and funds from which could be applied with the approval of the Council for special initiatives or future operating deficits.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|--------------|--------------|
| Operating Reserve | | |
| Balance at 1 July | 1,800 | 1,800 |
| Allocation from/(to) accumulated revenue and expense | 800 | - |
| Allocation from/(to) Special projects reserve | 400 | - |
| Balance as at 30 June | 3,000 | 1,800 |

The Capital Reserve was established by Council under the Prudent Reserves policy to receive an allocation of any operating surplus for the financial year which could be applied for the purchase of Capital Assets in the future with the approval of the Council. The reserve would also be applied to cover the annual cost of leasing assets purchased by Hāpaitia Limited upon the establishment of the Workforce Development Councils.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|-------------|-------------|
| Capital Reserve | | |
| Balance at 1 July | 795 | 900 |
| Allocation from/(to) accumulated revenue and expense | (133) | (105) |
| Balance as at 30 June | 662 | 795 |

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

For the year ended 30 June 2024



13. Equity (continued)

The Special Projects Reserve is a reserve established by Council under the Prudent Reserves policy to receive an allocation of operating surplus for the financial year which could be applied to fund future special projects and initiatives with the approval of the Council.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|-------------|-------------|
| Special Projects Reserve | | |
| Balance at 1 July | 775 | 375 |
| Allocation from/(to) operating reserve | (400) | - |
| Allocation from/(to) accumulated revenue and expense | (305) | 400 |
| Balance as at 30 June | 70 | 775 |

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

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14. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2024 Waihangā Ara Rau budget are detailed below:

| All in \$000s | Actual 2024 | Budget 2024 | Variance |
|--|-------------|-------------|------------|
| Revenue variances | | | |
| Government funding | 12,260 | 12,260 | - |
| Project grants funding | 241 | - | 241 |
| Interest revenue | 144 | 153 | (9) |
| Expenditure variances | | | |
| People related expenses | 8,926 | 8,745 | 181 |
| Shared services | 1,473 | 1,592 | (119) |
| Administration and other expenses | 2,016 | 2,072 | (56) |
| Depreciation expenses | 2 | - | 2 |
| Total comprehensive revenue and expense | 228 | 4 | 224 |

Additional project funding was sourced during the year that was not budgeted for. Interest revenue was slightly less than budget due to lower levels of term deposits than expected when preparing the budget. Employee expenses were slightly higher than budget with salary savings offset by additional contractor costs. Shared services expenses were lower than expected due to lower costs incurred by Hāpaitia Ltd (shared services company) during the year. Administration and other expenses were lower than budgeted primarily due to savings in consultancy, online platform support and general expenses. Depreciation expenses were not budgeted.

Notes to the Financial Statements
Waihanga Ara Rau – Construction and Infrastructure
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14. Major budget variations (continued)

Explanations for major statement of financial position budget variations from the 2024 Waihanga Ara Rau budget are detailed below in this table:

| All in \$000s | Actual 2024 | Budget 2024 | Variance |
|--|-------------|-------------|----------|
| Statement of financial position | | | |
| Current assets | 5,144 | 4,579 | 565 |
| Non-current assets | 5 | 4 | 1 |
| Current liabilities | 1,310 | 581 | 729 |
| Equity | 3,839 | 4,002 | (163) |

Current assets were higher than budgeted due to higher than expected cash balances resulting from lower levels of expenditure than planned. Current liabilities were higher than budgeted due to higher levels of trade and GST payable, unbudgeted revenue in advance relating to unbudgeted project receipts and higher than anticipated employee entitlements accrued. Equity reserves were higher than budgeted due to the higher level of surplus at the end of the year.

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

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14. Major budget variations (continued)

Explanations for major statement of cash flow budget variations from the 2024 Waihanga Ara Rau budget are detailed below:

| All in \$000s | Actual 2024 | Budget 2024 | Variance |
|---|--------------|--------------|------------|
| Statement of cash flows | | | |
| Cash flow from operating activities | 282 | (92) | 374 |
| Cash flow used in investing activities | 3,012 | - | 3,012 |
| Cash flows from financing activities | 31 | - | 31 |
| Net increase/(decrease) in cash and cash equivalents | 3,325 | (92) | 3,417 |
| Cash and cash equivalents at beginning of the year | 877 | 3,833 | (2,956) |
| Total cash and cash equivalents at end of the year | 4,202 | 3,741 | 461 |

Cashflows from operating activities were higher than budgeted due higher cash flows from Government and Project Funding and lower payments to people and suppliers resulting from lower than planned levels of expenditure. Investments in Term Deposits and a partial repayment of the advance to Hāpaitia were not budgeted.

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

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15. Operating leases

Accounting Policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Leases that are not finance leases are classified as operating leases. Operating leases are not recognised in our Statement of Financial Position.

Payments made under operating leases are recognised in surplus or deficit on a straight-line basis over the term of the lease. We have entered leasing arrangements with our associate Hāpaitia Limited for computer and office equipment as part of the Service contract between both parties (Note 17).

Waihangā Ara Rau has a commitment under the service contract with Hāpaitia Limited to meet its computer and office equipment lease and continuing operating cost commitments for the life of the assets and lease commitments made by Hāpaitia Limited.

All operating leases have been signed through Hāpaitia Limited and costs are charged back to the Workforce Development Councils. Waihangā Ara Rau has no other operating leases.

16. Commitments and contingencies

Accounting Policy

Commitments are future expenses and liabilities to be incurred on contracts that have been entered into at reporting date.

Commitments

Waihangā Ara Rau is committed, as stipulated in the service contract with Hāpaitia Limited, to fulfilling its responsibilities related to computer and office equipment leasing. This commitment extends to meeting both the ongoing operational costs and honouring the lease obligations for the duration of the assets and the lease commitments made by Hāpaitia Limited throughout the contract period.

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$118,519 (2023: \$111,200). The lease commitment continues until either party terminates the contractual arrangement.

Hāpaitia Limited has ongoing contractual commitments including operating leases. Each Workforce Development Council is required under the terms of the service contract to meet these commitments for the life of any contracts executed during the period of the service contract. The value of this commitment for Waihangā Ara Rau, at the 30 June 2024, was \$141,147 (2023: \$226,607).

Contingent Liabilities

The funding from the TEC sourced from the WDC Fund ("Fund") has been assessed as being without conditions and recognised as revenue when received.

There are some circumstances when some or all of this funding could be required to be repaid (including receiving funding that we are not actually entitled to) but the triggers for this contingent liability are very unlikely given the governance and management oversight processes in place.

The quantity of any contingent liability is difficult to quantify as even if events triggered a liability there is extreme variability in what this liability would be.

Capital Commitments

There are no capital commitments at reporting date (2023: Nil).

Notes to the Financial Statements

Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

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17. Related party transactions and key management personnel

Accounting Policy

Related party disclosures have not been made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favourable than those that are reasonable to expect that we would have adopted in dealing with the party at arm's length in the same circumstances.

Further, transactions with government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with normal operating arrangements and undertaken on the normal terms and conditions for such transactions.

i) Key management personnel remuneration

Waihanga Ara Rau classifies its key management personnel into one of two classes:

- Members of the governing body
- Senior executive officers, responsible for reporting to the governing body

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-(22) 2 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 6th October 2022. Senior executive officers are employed as employees of Waihanga Ara Rau on normal employment terms.

The aggregate level of remuneration paid and number of persons (measured in 'people' for Members of the governing body, and 'full-time equivalents' (FTEs) for Senior executive officers) in each class of key management personnel is presented here:

| All in \$000s | Actual 2024 | Actual 2023 |
|--|--------------|--------------|
| Key management personnel related party transactions | | |
| Council members | | |
| Number of Council members ^{(1) (2)} | 0.14 | 0.22 |
| Remuneration | 295 | 330 |
| Senior executive officers | | |
| Full-time equivalent members ⁽³⁾ | 8 | 7.8 |
| Remuneration | 1,794 | 1,689 |
| Total full-time equivalent members | 8.14 | 8.02 |
| Total key management personnel remuneration | 2,089 | 2,019 |

1. There were nine members of council throughout the period of 1 July 2023 to 30 June 2024. One commenced 01 September 2023 (2023: There were eight members of council throughout the period of 1 July 2022 to 30 June 2023. One resigned 30 June 2023).
2. Ngaruma (Ruma) Karaitana joined in September 2023 and has been included in the total remuneration paid to councillors.
3. There are eight members of the senior management team considered to be key management personnel. These members were employed throughout the period 1 July 2023 to 30 June 2024 resulting in a full time equivalent figure of 8. (2023: There are eight members of the senior management team considered to be key management personnel. These members were employed throughout the period 1 July 2022 to 30 June 2023 resulting in a full time equivalent figure of 7.8. One member was only employed for 10 months.)

Notes to the Financial Statements

Waihangā Ara Rau – Construction and Infrastructure Workforce Development Council

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17. Related party transactions and key management personnel (continued)

ii) Other related parties

During the reporting period Waihangā Ara Rau transacted with the following related parties:

| 2024 | | Transaction Value (\$000's) | Transaction Value (\$000's) | Accounts Payable (000's) | Accounts Receivable (000's) | Advances made (000's) |
|-----------------|---|-----------------------------|-----------------------------|--------------------------|-----------------------------|-----------------------|
| Related Party | Goods/Services Provided | Paid | Received | As at June 30 | As at June 30 | As at June 30 |
| Hāpaitia Ltd | Shared Corporate Services including Finance, IT, People & Culture, and Office Management) | 1,716 | - | 196 | - | 794 |
| Hanga-Aro-Rau | Shared project and operational costs recharged | 52 | - | 60 | - | - |
| Muka Tangata | Shared project and operational costs recharged | 19 | 11 | 6 | - | - |
| Ringa Hora | Shared project and operational costs recharged | - | - | - | - | - |
| Toi Mai | Shared project and operational costs recharged | - | - | - | - | - |
| Toitū te Waiora | Shared project and operational costs recharged | - | - | - | - | - |
| Total | | 1,787 | 11 | 262 | - | 794 |

| 2023 | | Transaction Value (\$000's) | Transaction Value (\$000's) | Accounts Payable (000's) | Accounts Receivable (000's) | Advances made (000's) |
|---------------|---|-----------------------------|-----------------------------|--------------------------|-----------------------------|-----------------------|
| Related Party | Goods/Services Provided | Paid | Received | As at June 30 | As at June 30 | As at June 30 |
| Hāpaitia Ltd | Shared Corporate Services including Finance, IT, People & Culture, and Office Management) | 3,233 | 25 | 211 | - | 825 |
| Hanga-Aro-Rau | Shared project and operational costs recharged | 2 | 20 | - | - | - |
| Muka Tangata | Shared project and operational costs recharged | 13 | 33 | - | 6 | - |
| Ringa Hora | Shared project and operational costs recharged | - | 30 | - | - | - |
| Total | | 3,248 | 108 | 211 | 6 | 825 |

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Waihanga Ara Rau – Construction and Infrastructure Workforce Development Council

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18. Events after reporting date

On 1 August 2024, the New Zealand Government announced a review of vocational education and training, which may affect the future operations of the Workforce Development Councils (WDCs) and their shared services entity, Hāpaitia Ltd. As of the date of this report, the potential impact of this review remains uncertain and cannot be quantified. The Government is expected to make a final decision on this matter by late November 2024. (2023: Nil).

