



Learner-Focused, Industry-Led,  
Government-Enabled

## ANNUAL REPORT 2022







## CONTENTS

BACKGROUND & CONTEXT TO THE FOOD & FIBRE COVE	3
FOOD & FIBRE COVE VALUES	4
CHAIRMAN'S REPORT	5
GENERAL MANAGER'S REPORT	7
BOARD MEMBERS	9
OUR TEAM	13
PROJECT UPDATE	15
EXPECTATIONS & EXPERIENCES WORKING WITH THE FOOD & FIBRE COVE	16
STATEMENT OF FINANCIAL PERFORMANCE	22
STATEMENT OF FINANCIAL POSITION	23
STATEMENT OF CASH FLOWS	24
STATEMENT OF ACCOUNTING POLICIES	25
NOTES TO THE FINANCIAL STATEMENTS	26

## BACKGROUND & CONTEXT TO THE FOOD & FIBRE COVE

### INVESTING IN THE TRANSFORMATION OF OUR TALENT POOL IN ORDER TO GROW THE FOOD AND FIBRE SECTOR

- Centres of Vocational Excellence (CoVEs) are a key feature of the Reform of Vocational Education (the RoVE).
- CoVEs will play an important role in the vocational education system. As part of the structural changes being made, the CoVEs will work closely with their Constituent Industries and Associated Employers, Workforce Development Councils, Regional Skills Leadership Groups, Te Pūkenga (the New Zealand Institute of Skills and Technology) and other CoVEs.
- The CoVEs will receive funding from the Tertiary Education Commission (TEC), initially for 5 years, to support the growth of excellence in vocational education.
- The Food and Fibre CoVE (FFCoVE) and the Construction and Infrastructure CoVE (ConCoVE) were announced in 2020 by the Minister of Education as the first two CoVEs to be launched.
- Driven by the RoVE, FFCoVE is an initiative of the Food and Fibre Centre of Vocational Excellence Society Incorporated. The society is a combination of industry peak bodies, employers and training providers from the food and fibre sector.



## FOOD & FIBRE COVE VALUES NGĀ MĀTĀPONO O TE COVE FOOD & FIBRE

**Courage - Māia:** We will challenge ideas, systems, models and practices and pursue a path of positive disruption, all the time seeking Vocational Education and Training excellence

**Innovation - Auaha:** We consider possibilities and encourage new ideas, seize relevant opportunities, learn from challenges, and build on our successes

**Integrity - Pono:** We will be transparent, responsible, honest and accountable, listening with intent and taking relevant action

**Synergy - Whanaungatanga:** Valuing our relationships, we will work with others through productive and co-design partnerships by sharing knowledge and expertise to contribute towards common goals





## CHAIRMAN'S REPORT

Tēnā koutou katoa. In its first year of operation the Food and Fibre Centre for Vocational Excellence (FFCoVE) has laid a solid foundation of projects that are delivering to its strategic priorities. This has been achieved during a year of unprecedented challenge from the COVID-19 pandemic, and at a time when the vocational education system itself is experiencing significant change. It is a credit to the management team and the commitment from the Board that the FFCoVE is now poised to deliver significant results for the sector over the coming years.

An establishment group, supported by Arthur Graves, provided the blueprint for the new FFCoVE to move quickly into operation. Generous support from the pastoral, horticultural and forestry industries provided the expertise required by the establishment group to develop the blueprint. Exceptional support from the Eastern Institute of Technology (EIT) has underpinned the

work of the establishment group and this is now flowing through to the ongoing provision of office and administrative support services.

Programmes of work are now organised under three themes, viz., Vocational Excellence; Innovation; and Attraction. These themes align with priorities identified in the Skills Action Plan (developed as an industry-government Ministry for Primary Industries (MPI) partnership) which in turn contributed to the Fit for a Better World primary sector strategy 2020. In summary, the FFCoVE is learner focused, industry led, and government enabled.

Further to the establishment activity, we have developed, started and completed all of the three foundation projects. In addition to this activity we have, in collaboration with various partners and consulting entities established some 10 other projects. Early projects include, in partnership with Te Awanui



Huka Pac, work to understand how Te Ao Māori can be integrated into a cadetship programme, this is one of two current projects we are doing with Māori entities the other being one with Te Hiku Development Trust in the far north. Both these projects along with other initiatives in the pipeline speak to FFCoVE's commitment to Te Tiriti o Waitangi and the importance of Māori in the wider Food and Fibre Sector both as owner/employers and as employee/learners.

The Board sees the Review of Vocational Education as providing an opportunity to strengthen the ties between learning, the acquisition of higher skills, and worker fulfilment as they contribute to the development of sustainable food and fibre practices. We hold this view because the impacts of vocational education are immediate – higher skills and knowledge are acquired in the workplace and therefore have immediate effect.

Industries and employers are highly invested in doing a better job. Their livelihoods depend on this. Yet strangely for many in the food and fibre industries there is only a tenuous association held between lifelong learning (for both employer and employee) and business performance. As our farming systems adapt to the impacts of climate change, this dependence between learning and business performance will become more obvious. The FFCoVE will deliver vocational excellence insights that support those organisations who are responsible for the development and growth of people in our sector. In this way we aim to help speed the adaptive capacity of our sector.

Mark Paine  
Board Chair

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## GENERAL MANAGER'S REPORT

Tēnā koutou katoa. It's hard to believe but, that as I write this, the FFCoVE office has been open now for over 12 months. The 1st of March was the anniversary date of our opening and so much has happened and has been achieved since that time.

Since we opened the office we have established the Food and Fibre Centre of Vocational Excellence Society Incorporated, registered this with the Companies Office, the Charities Commission and Inland Revenue, and to finish the process, set up our banking arrangements. We have established a Memorandum of Agreement (MoA) with Te Pūkenga and a Service Level Agreement (SLA) and Lease Agreement with our host, EIT. To close out our first year, we signed a Mana Enhancing Agreement with Ako Aotearoa and look forward, as we do with all our other partners, to working in collaboration with them going forward.

Three foundation projects were completed in the 2021-22 financial year. An online data management system has evolved into the FFCoVE knowledge base providing users with internet access to projects outputs. A stock take of vocational excellence, which is both national and international in scope, is a key resource that will be regularly updated on the knowledge base. An evaluation framework has also been completed which will also be regularly updated as new insights emerge. These projects are described as foundational because the FFCoVE will build on this framework. It is uniquely placed, alongside industries and within the vocational education system, to both participate in and observe best practice. Its function is to extract key insights and share this understanding for widest impact and benefit to the learners and businesses in food and fibre.

Some of the other projects included currently in the portfolio are, the development of a micro-credentials



system, a deep dive into the Wool Industry's training needs, the development of a Food and Fibre Degree Level Apprenticeship through to research into the place residential and group training might have in the future of the Food and Fibre Sector training ecosystem.

The remainder of our time has been spent establishing relationships and, as per the bottom-up philosophy of the FFCoVE, seeking expressions of interest and ideas for future projects from and in collaboration with the wider FFCoVE constituency. We were very pleased to see Muka Tangata the Workforce Development Council (WDC) for the Food and Fibre Sector established and open for business in October and look forward to working very closely with them going forward.

By August we had a full complement of staff recruited and in place. As a consequence, we were able to ramp up the portfolio office and the project activity as described above, really started to gather pace.

As we closed out our first year and reflected on what we had achieved we realised that we had indeed been busy but that there is so much more to do. One of the key things we are committing to in 2022/2023 in order to ensure we are visible and available, is the significant improvement of our communications via an improved quarterly newsletter but also regular articles and updates, more regular social media postings and very importantly a long imagined national hui. Now also as New Zealand comes out the end of Omicron, a key priority is that of much more face to face catch-ups and getting around the country meeting with society members and other stakeholders. Something we are all looking forward to immensely.

Paul Hollings  
General Manager



## BOARD MEMBERS



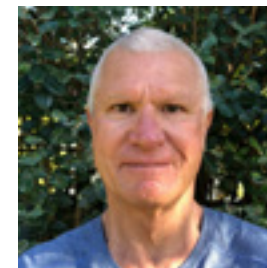
Dr Mark Paine, Board Chair has a background in both horticulture and dairy, held academic roles and was a member of the Primary Sector Council. He was the Dairy Australia Principal Research Fellow at the University of Melbourne. Until 2017, he was the Strategy and Investment leader for People and Business at DairyNZ. Mark brings strong research experience and evaluative thinking. He is passionate about creating system-level solutions to address capability and workforce needs and strongly supports industry taking the lead in shaping those solutions



Prue Younger is the CEO of FICA (Forest Industry Contractors Association), the ex-CEO of Eastland Wood Council, and the owner/director of Public Impressions, a Marketing & Communications agency based in Hawke's Bay. Prue is also a trustee of the Hawke's Bay Community Fitness Trust and has been appointed in several chair roles, including the NZCT Regional Advisory Group, Sport Gisborne Tairāwhiti, Connex Trust and has recently been appointed to the Board of the Fencing Contractors Association. As a business owner Prue brings seasoned experience in starting, growing, and developing a business. She has solid marketing, promotion, and event management background, as well as governance and relationship building capability.

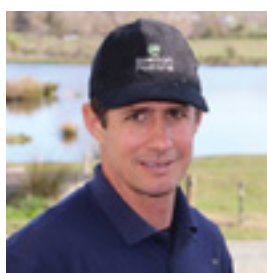


Turi Ngatai MNZM (Ngai Te Rangi/Ngāti Ranginui, Tauranga-Moana) is the Director Māori for the Open Polytechnic of New Zealand, a member of the Kahui Kaumatua of Toi Ohomai and Māori Relationship manager for Seeka. He is also a member of the WDCieb for Primary Industries. Turi is a Director of the Māori-owned and operated Te Awanui Huka Pak and Chair of its investment company, Te Whāi Limited. He is Deputy Chair of the Ngai Te Rangi iwi post-settlement governance entity and Te Runanga o Ngai Te Rangi and representative for Ngai Te Rangi at the Iwi Chairs Forum. He is a kaumatua, a grower and a member of several Māori trusts. He was instrumental in establishing the Māori Kiwifruit Growers Association and has been the joint CEO of Te Wānanga o Aotearoa. Turi priorities are to achieve excellence in vocational education and workforce opportunities for Māori.



Dr Wiremu McMillan (Ngāti Porou) is the Managing Director of William McMillan Consultancy, an agribusiness consultancy specialised in providing service to commercial, industry, Māori-owned, and research and development businesses. Wiremu was Massey University's first Māori PhD graduate. He is an Adjunct Associate Professor at the Institute of Agriculture and Environment, Massey University, and the Chair of Atareta Puaninga Mc Millan Whanau Trust. He is also involved in various research and development initiatives. Wiremu has built extensive networks in NZ's primary industries, Māori land entities, and Māori agribusiness. His focus is on supporting more Māori succeeding in all roles in all primary industries as Māori.

## BOARD MEMBERS



William Beetham is the managing Director of Beetham Pastural in Masterton. He operates three large sheep and beef farms committed to building thriving rural communities. William brings extensive governance experience serving as a national board member of Federated Farmers, Meat & Wool Chair of Federated Farmers. He is also a member of the OSPRI Stakeholder Council and a trustee of the Pukaha to Kawakawa Alliance and in the Governance Group/Wairarapa Economic Development.



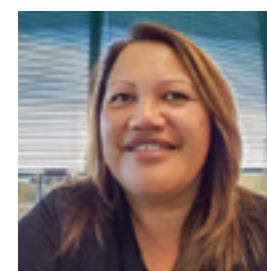
Sandy Scarrow holds the role of Horticultural Consultant/Managing Director of Fruition Horticulture in Tauranga. Sandy's areas of expertise include horticultural consultancy, orchard management, and strategic advice, primary sector education, quality management, and environmental management. Sandy is a member of the NZ Institute of Agricultural & Horticultural Science and the Certified Practicing Agriculturalist. She is a founding member and trustee of the Bay of Plenty Rural Support Trust, a member of the Bay of Plenty Institute of Directors, the Australasia-Pacific Extension Network, and a trustee of the Sydenham Botanic Gardens.



Glen Harkness is the Executive Director, Strategic Projects and Partnerships at the Eastern Institute of Technology (EIT) in Hawke's Bay and Tairāwhiti. In his role, he oversees a range of significant projects – several connected to the primary sector – as well as EIT's marketing, communications and secondary/tertiary partnerships. Glen started in sport science before taking on several academic management and leadership roles. Glen brings a deep understanding of the tertiary education model, including the changes associated with the Reform of Vocational Education (RoVE). He has strong networks across the Te Pūkenga – New Zealand Institute of Skills and Technology network. His focus lies on innovation and technology in education.



Ben Allomes is the managing Director of Hopelands Dairies/Allomes Farming in Woodville. Ben has been a farmer elected Director of DairyNZ from 2011 to 2019. He represented the Dairy Industry on several groups, including working with TEC and MPI on Human Capability reviews, Primary ITO IPG – Dairy, OSPRI Stakeholder Council, and as Chair of the National Mastitis Council. Over the last fifteen years, Ben has also been involved in the Agricultural Health and Safety Council, DairyNZ Retention and Recruitment Group, M + W Skills and Education Mentoring Group, Rural Leadership Development Steering Committee, NZ Ag Safety Forum, and as an AgITO tutor. In 2019, his farm won the MPI Best Employer Awards.



Chrissie Hape has over 35 years' experience working in the government and community sectors and six years with Ngāti Kahungunu Iwi. Her career has predominantly focused on improving health, education, social and wellbeing outcomes for our families and communities through the strengthening of partnerships between government, community and Iwi. Chrissie was also interim Chief Executive for Takitimu Seafoods for the initial eight months after the purchase by the Kahungunu Assets Holding Company of which Ngāti Kahungunu Iwi Inc is the 100% shareholder. The role was to oversee the transition of staff and processes from the previous company and implement the compliance requirements and company structure. Chrissie is a Director for Health HB (Hawke's Bay Primary Health Organisation) and the Deputy Chair of the NZIST EIT Board.



## OUR TEAM



### PAUL HOLLINGS – GENERAL MANAGER

Completing his apprenticeship while serving in the New Zealand Army, Paul is originally an electrician with over 20 years' experience. Paul also has a further 20 years' experience in Vocational Education and Training. Paul was until recently the Technology Park (TechPark) Campus General Manager at Manukau Institute of Technology (MIT) and had worked in senior roles at MIT for over 5 years. Prior to this Paul spent 15 years at the Skills Organisation (previously ETITO) in a number of different roles. He holds a Diploma in Management from the New Zealand Institute of Management, and has previously served as a member of the New Zealand Board of Engineering Diplomas, and on the Board of the Construction and Infrastructure CoVE (ConCoVE).



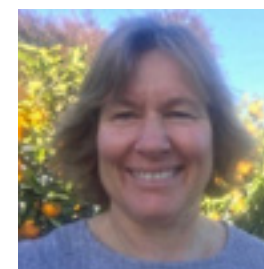
### NICOLA YUILE – COVE OPERATIONS & ADMINISTRATION COORDINATOR

Nicola is the Operations and Administration Coordinator for the Food and Fibre CoVE. Born and raised in the Waikato, on completion of school she spent some time in the Royal New Zealand Navy. After raising three children she then moved onto a broad range of customer facing roles, including six years in the travel industry. She has moved into her role at FFCoVE after a secondment from EIT where she was the Programme Secretary at the English Language Centre. Nicola is looking forward to helping FFCoVE stakeholders with enquiries and extending her knowledge of the Primary Sector.



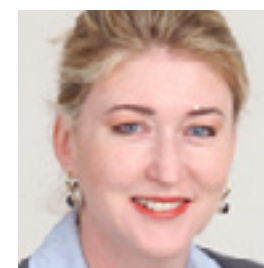
### DOUG NEILSON – PORTFOLIO MANAGER

Following a 20-year career in the RNZAF (including time as a trade training instructor) Doug combined work as a business consultant with a part-time lecturing role at Otago Polytechnic for eight years. He then held a range of senior management positions – CIO, Programme Manager, Change Manager, Information Strategist – in the public service in Wellington before relocating to Napier where he again worked as a business consultant, this time alongside part-time lecturing at EIT. Doug is now combining programme management experience with his knowledge of course design and delivery to help the Food and Fibre Sector achieve its vocational excellence targets.



### JACKIE LYNCH – PORTFOLIO MANAGER

Jackie has had a career spanning approximately 30 years in the education sector. Jackie is very excited to be at the beginning of the FFCoVE journey as one of the Food and Fibre Portfolio Managers and be in a position to contribute to the transformation of our current tertiary education system. Jackie believes we have a unique opportunity to take the best practice of the current sector, build on that best practice and replicate it for nationwide delivery.



### LILLA DU TOIT – PORTFOLIO MANAGER

Lilla is passionate about empowering people through the psychology of the mind, enabling them to excel, thrive, and reach their full potential. She has over 20 years' international experience in the vocational and higher education sectors supporting quality education with a strong focus on industry needs. Her transformation expertise ranges from designing and leading continuous improvement programmes (South Africa and the United Arab Emirates) to overseeing multiple complex transformation, strategy design and culture change projects in both countries' education industries. Lilla's experience includes supporting businesses in institutional effectiveness and continuous quality improvement.



## PROJECT UPDATE

Over the last year we have developed, started and completed all of the three foundation projects. In addition to this activity we have, in collaboration with various partners and consulting entities established some 10 other projects. While the foundation project work started in late March, most of the rest of the work, didn't begin until we had employed the two permanent fulltime Portfolio managers which occurred in August. With a full complement of staff recruited and in place, we were able to ramp up the portfolio office and the project activity really started to gather pace.

### COMPLETED PROJECTS:

- Data Management System and Knowledgebase
- Evaluation Framework
- Taking Stock
- Technology Enabled learning Website

### CURRENT PROJECTS:

- Tupu Case Study
- Te Ao Māori Integration into Level 3 Māori Cadetship
- Year 7 and 8 STEM Programme
- Systems Approach to Micro-Credentials
- Work Integrated Learning Pilots
- Training in the Shearing and Wool Industry
- Farm For Life Case Study
- Food and Fibre Degree-Level Apprenticeship
- Residential and Group Training Research Project

### UNDER DEVELOPMENT:

- Attraction and Retention Research Programme
- Food and Fibre Sector Leadership Framework
- Food and Fibre Training and Career Framework

## EXPECTATIONS & EXPERIENCES WORKING WITH THE FOOD & FIBRE COVE

The following article has been adapted from one prepared and published earlier for FFCoVE by Austin Media entitled "Excellence in Vocational Education is the standard for Food and Fibre CoVE" In future editions of the Annual Report we will be highlighting findings and information from projects that we have completed in the year being reported on. As this has been FFCoVE's establishment year, we have decided to talk about what some of the expectation's stakeholders had and what their experiences with FFCoVE have been to date.

The Food and Fibre Centre of Vocational Excellence (FFCoVE) was set up to provide cohesion across the sector with clearly defined learning pathways and career opportunities, but it also strives to achieve excellence for and by the Food and Fibre Sector when it comes to Vocational Education and Training

The FFCoVE was created as part of the wider Reform of Vocational Education (the RoVE), a major Government-led reform being implemented by the Tertiary Education Commission (TEC). The main aim was to ensure that the sector received a steady stream of work-ready new entrants who had been trained at tertiary institutes or through the workplace-based training system.

However, those who have been involved in the establishment of FFCoVE from the beginning believe that it is not simply a case of establishing a conveyor-belt of talent for the sector, but ensuring excellence is always the standard.

Cath Blake, who until recently was the Manager of Dairy Training Limited, a company of DairyNZ, says the key thing for her is that the FFCoVE brings an ability to look across different industries.

"You can find opportunities for generic training that are purposed for all the food and fibre constituent industries, for example, health and safety training or vehicle training or people leadership training, budgeting. There is lots of opportunities that I think the FFCoVE will bring that allows for that collaboration across sectors."

Cath is a firm believer that the path to achieving vocational excellence requires training staff that have practical on-farm experience or practical industry experience.

"Farmers learn from stories and from real life scenarios and that's how we deliver training," says Cath.

Getting the right trainers and the right medium is important to Cath.  
"I believe excellence is creating a workforce that is fully skilled to meet the needs of the industry."

She says her industry is about "halfway" to meeting this goal.

"We've had some fantastic projects that have been supported by the FFCoVE that are really starting to give us information to improve what we do to use technology in different ways. We are moving at quite a fast pace."

One of the projects that was worked on is the Technology Enabled Learning project, which was funded by the Tertiary Education Commission (TEC) and supported by the FFCoVE.

"We researched just what kind of technical barriers there were when using technology and online learning during and after COVID-19. The rural sector is really affected by connectivity and also often people don't have the devices, so that was a fantastic project."

"It's changed the way we deliver online learning," says Cath.

"The TEL project identified important information to enable better delivery of online learning to replicate the outcomes of face to face learning, how you keep practical activities as part of the learning. Many of our learners are kinesthetic - they learn by doing things not just seeing. That's a really hard thing to replicate online, so this project really helped us change what we do for better outcomes."

A key factor was having "short learning bites" online and then sending the learners out to take photos of activities or examples of what they had done in a certain area. "We'd send them off to take a photo of pasture cover - a paddock that had been grazed versus a paddock that was about to be grazed. They would bring that back to the online platform and we would then all discuss it."



Even the choice of platform was discussed with Teams or Zoom being the preferred platforms. Other tricks included introducing virtual whiteboards and also setting up local hubs where people could get together.

"It allowed us to identify what regions had connectivity problems and then we got people together at a local school or fire station where we knew there'd be connectivity. It was just something to bring them off the farm and not into a classroom but somewhere that allowed them to engage in online learning."

"Peer to peer learning is a really important aspect of learning in our sector. We learn as much from each other as we do from the person at the front."

Bringing learners together is something Kathryn Koopmanschap, the Commercial and Relationship Manager at eCampus New Zealand, believes is important. eCampus NZ, a division of Open Polytechnic, is helping the FFCoVE develop digital solutions to support work-integrated learning.

Kathryn, who is the key contact point between her organisation and the FFCoVE, says getting the blended aspect of learning right is an important part of the project.



“On the West Coast, there is a digital hub available to the farmers and we will be testing how much they make use of it and how much they’re able to do at the farm. We are trying to explore models that might work when there are connectivity issues.” The hub is being set up as a “drop-in centre”, but with scheduled times and a coordinator who will not be teaching but will rather facilitate discussions related to the material.

Kathryn says the wider project brief is around work integrated learning and trying to identify the gaps.

“We can then look at how to solve them between formal learning through tertiary institutes and the informal learning that’s happening out on the farms or within the orchards.”

“It is a case of trying to bridge that gap where learners are doing a job, and need to be upskilled, but it isn’t feasible for them to sign up for a year-long course or attend a Polytech.”

“At the same time, the employers might not have the resources to make it happen on the farm the way that the ITO model works. It is about looking at different ways to provide that learning opportunity.”

Kathryn says there are two pilots underway involving eCampus NZ.

“One is a blended delivery of a course to enable farmers to develop a farm plan. We are mixing online delivery with a few face-to-face workshops, to see what support farmers need.”



“The other pilot involves a competency test that DairyNZ’s assessor takes out to farms. We are working with them to convert it to something that’s on a tablet and figuring out what kind of support material we provide the employers for them to complete an initial assessment.”

She says this is where the FFCoVE has it “spot-on”.

“The FFCoVE’s focus is to say how can we get all parties working together to come up with innovative solutions in the vocational space that will really help our learners and our employers?”

She says vocational excellence is being very good at what you do, but “also having the mastery to know what we can push on further with to improve the vocation or the vocational training”.

Erin Simpson, who is New Zealand Apple and Pear Capability Development Manager, was part of the Food and Fibre leadership group, which was at the coalface of forming the FFCoVE.

His view on offering learners a pathway into the sector is quite simple and based on his own experience.



"I've been a horticulturalist my whole working life and I didn't come through the university route, but rather through Vocational Education. I started as a cadet and then worked my way through into the roles that I've had over the years. So that was a key determiner for me."

For Erin it is a case of the demands and requirements of his industry changing. "The way we grow our fruit now, the processes that we use are very different than what they were even five years ago, let alone 10 years ago. This is very similar for all the constituent industries that make up the Food and Fibre Sector. The skills that are required now are very different from just being able to drive a tractor and being able to do a lot of that operational stuff. For people operating at level three and level four now, the competencies they need are very different."

Something needed to change, and he believes the FFCoVE has begun to and will continue to go a long way in getting all players in the sector on the same page to determine what is required in future workforces.

One of the objectives, through the review, is to establish an authoritative view of best practice in Vocational Education and Training (VET) delivery against which the current state can be compared and prepare this information for inclusion in the FFCoVE knowledge base. Click here to go to the Literature Review <https://foodandfibrecove.nz/knowledgebase/ffcove-kb/vocational-education/taking-stock-literature-review/>

Josh Williams and Catherine Ang from Skills Consulting identified what works best around the world and then used Tomaševski's "4As" framework (2001) as a structuring tool to populate a set of rubrics by which vocational excellence could be measured across the Food and Fibre Sector.

Going forward, the rubrics have been integrated into a Vocational Education and Training Evaluation Framework, which is expected to be published later in 2022.

## STATEMENT OF FINANCIAL PERFORMANCE

Due to operational and audit requirements the Board approved the change of balance date for the FFCoVE from 31 December 2021 to 31 March 2022. This was subsequently registered with the Companies Office.

In the Table below, members will note a significant variance between the budget and actuals. This is due to the budget being developed by the Establishment Group, using information available at the time. The FFCoVE office did not open until the 1st of March 2021 and was not fully staffed until August. This meant an immediate underspend in regards to salaries but also had a significant impact on project schedules. These two issues have combined to show the variance in budget versus actuals.

	NOTE	ACTUAL 2022 \$	BUDGET 2022 \$
<b>REVENUE</b>			
Revenue from providing goods or services	1	1,418,718	3,202,632
Interest, dividends and other investment revenue	1	562	-
Other revenue	1	7,172	-
<b>Total Revenue</b>		<b>1,426,452</b>	<b>3,202,632</b>
<b>EXPENSES</b>			
Employee related costs	2	502,419	448,428
Costs related to providing goods or services	2	806,537	2,675,844
Other expenses	2	117,496	78,360
<b>Total Expenses</b>		<b>1,426,452</b>	<b>3,202,632</b>
Surplus/(Deficit) for the Year		-	-



## STATEMENT OF FINANCIAL POSITION

	NOTE	ACTUAL 2022 \$
<b>ASSETS</b>		
<b>Current Assets</b>		
Bank accounts and cash	3	2,534,819
Debtors and prepayments	3	60,372
Other current assets	3	-
<b>Total Current Assets</b>		<b>2,595,191</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	4	-
<b>Total Non-Current Assets</b>		<b>-</b>
<b>Total Assets</b>		<b>2,595,191</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Creditors and accrued expenses	3	2,544,370
Employee costs payable	3	51,002
<b>Total Current Liabilities</b>		<b>2,595,372</b>
<b>Total Liabilities</b>		<b>2,595,372</b>
<b>Total Assets less Total Liabilities (Net Assets)</b>		<b>(181)</b>
<b>ACCUMULATED FUNDS</b>		
Accumulated surpluses	5	(181)
<b>Total Accumulated Funds</b>		<b>(181)</b>

## STATEMENT OF CASH FLOWS

	ACTUAL 2022 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
<b>Cash was received from:</b>	
Receipts from providing goods or services	3,719,628
Interest, dividends and other investment receipts	562
<b>Cash was applied to:</b>	
Payments to suppliers and employees	1,185,190
<b>Net Cash Flows from Operating Activities</b>	<b>2,535,000</b>
<b>Net Increase / (Decrease) in Cash</b>	<b>2,535,000</b>
Opening Cash	(181)
Closing Cash	2,534,819
This is represented by:	
<b>Bank Accounts and Cash</b>	<b>2,534,819</b>



## STATEMENT OF ACCOUNTING POLICIES

### BASIS OF PREPARATION

Food and Fibre Centre of Vocational Excellence has elected to apply Public Benefit Entity Simple Format Reporting – Accrual (PBE SFR-A) Not-For-Profit (NFP) on the basis that it does not have public accountability and has total annual expenses of less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

### GOODS AND SERVICES TAX (GST)

All amounts are recorded exclusive of GST, except for Debtors and Creditors which are stated inclusive of GST.

### INCOME TAX

Food and Fibre Centre of Vocational Excellence is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

### BANK ACCOUNTS AND CASH

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances.

### ACCOUNTS RECEIVABLE

Accounts receivable are stated at estimated realisable value, after due allowance for amounts which are not considered recoverable.

### CHANGES IN ACCOUNTING POLICIES

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



## NOTES TO THE FINANCIAL STATEMENTS

### NOTE 1 : ANALYSIS OF REVENUE

Revenue Item	2022 \$
TEC Revenue	1,418,718
<b>Total</b>	<b>1,418,718</b>

Revenue Item	2022 \$
Bank interest	562
<b>Total</b>	<b>562</b>

Revenue Item	2022 \$
Sundry income	7,172
<b>Total</b>	<b>7,172</b>



## NOTE 2 : ANALYSIS OF EXPENSES

Expense Item - Employee related costs	2022 \$
Salaries and wages	497,703
KiwiSaver contributions	1,498
Recruitment	3,218
<b>Total</b>	<b>502,419</b>
<b>Expense Item - Costs relating to good or services</b>	
Board Member Fees	103,333
Board Member Operational Expenses	6,899
Consultancy Services	219,791
Hospitality	4,312
Insurance	459
Light, Power, Heating	338
Office Expenses	9,772
Project Expenses	404,304
Lease Costs	35,355
Telephone & Internet	693
Travel, Accommodation and away meals	21,281
<b>Total</b>	<b>806,537</b>
<b>Expense Item - Other expenses</b>	
Advertising	235
Bank Fees	349
Freight & Courier	7
Gifts	153
Legal expenses	11,364
Service Level Agreement (EIT)	95,000
Software/Database Expenses	3,720
Subscriptions/Memberships/Registrations	348
Website Maintenance	6,320
<b>Total</b>	<b>117,496</b>

## NOTE 3 : ANALYSIS OF ASSETS AND LIABILITIES

Asset Item - Bank accounts and cash	2022 \$
ASB Current Account	2,534,819
<b>Total</b>	<b>2,534,819</b>
<b>Asset Item - Debtors and prepayments</b>	
Accounts receivable	34,500
GST Refundable	25,872
<b>Total</b>	<b>60,372</b>
<b>Liability Item - Creditors and accrued expenses</b>	
Trade and other payables	161,460
Accrued expenses	28,800
Income in Advance	2,354,110
GST payable	-
<b>Total</b>	<b>2,544,370</b>
<b>Liability Item - Employee costs payable</b>	
Payroll deductions	16,097
Holiday pay accrual	15,857
Wages and salaries earned but not yet paid	19,048
<b>Total</b>	<b>51,002</b>





#### NOTE 4: ACCUMULATED FUNDS

	2022 \$
Opening Balance	1,113,993
Surplus/(Deficit)	-
Closing Balance	1,113,993

#### NOTE 5 : COMMITMENTS AND CONTINGENCIES

Commitment	2022 \$
Commitments to lease or rent assets	
Due within one year	120,612
Due later than one year, but less than five years	291,479

#### Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at balance date.

#### NOTE 6 : RELATED PARTY TRANSACTIONS

Rent expense and service level agreement charges were incurred with EIT of \$35,355 and \$95,000 respectively. The service level agreement would normally be \$60,000 per year but was backdated to September 2020 when the service level agreement commenced. There are also other expenses which Food and Fibre Centre of Vocational Excellence reimburses EIT for. There was nothing payable or accrued at year end.

#### NOTE 7: EVENTS AFTER THE BALANCE DATE

There are no events after balance date that would have any material impact on the Performance Report.







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