



Learner-Focused, Industry-Led,  
Government-Enabled

# ANNUAL REPORT 2023



## OVERVIEW

Food and Fibre CoVE (FFCoVE) was one of the first two Centres of Vocational Excellence (COVE) announced by the Minister of Education in 2020. A key feature of the Reform of Vocational Education, FFCoVE works closely with our constituent industries and associated employers, Workforce Development Councils, Regional Skills Leadership Groups, Te Pūkenga and other COVEs.

FFCoVE receives funding from the Tertiary Education Commission, initially for 5 years, to support the growth of excellence and innovation in vocational education.

FFCoVE is an initiative of the Food and Fibre Centre of Vocational Excellence Society Incorporated. Members of the Society include industry peak bodies, employers and training providers from the food and fibre sector.

## OUR VISION

Innovation and investment are crucial to developing a skilled workforce. Food and Fibre CoVE enables change by uncovering opportunities for improving performance across the food and fibre sector (14 industry groups) through research and insights, and the exploration of lifelong workplace learning.

## OUR VALUES

### Ngā mātāpono o te CoVE Food and Fibre

#### **Courage – Māia**

We believe in positive disruption and challenging the status quo.

#### **Innovation – Auaha**

We're passionate about embracing learnings and exploring new frontiers.

#### **Integrity – Pono**

We're open and honest, engaged and outcome oriented.

#### **Synergy – Whanaungatanga**

We believe in building partnerships, sharing knowledge and expertise to deliver common goals.

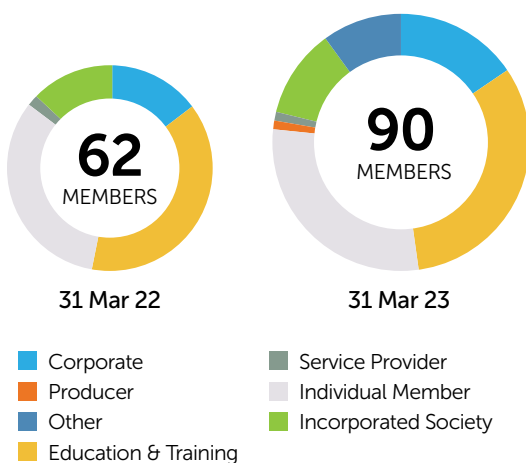
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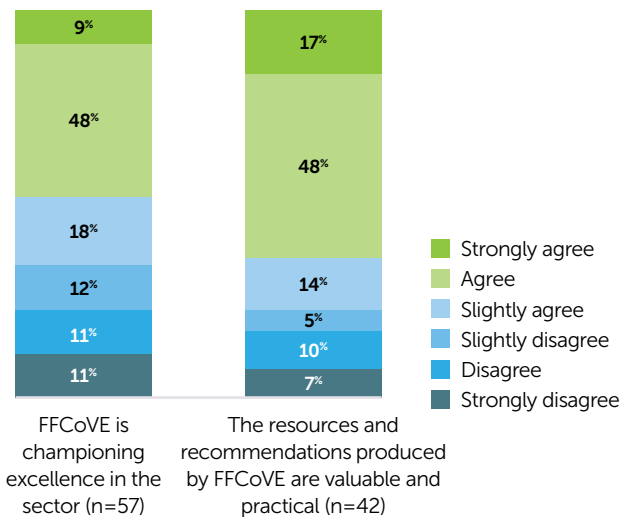
## 2023 Highlights

### MEMBERSHIP GREW BY 45%

With a Growing Diversity of Organisations



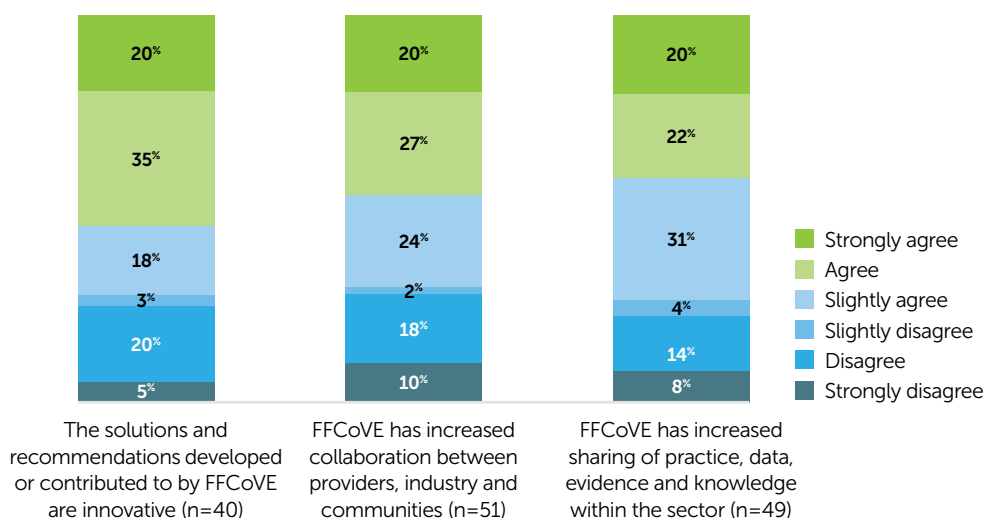
### CHAMPIONING EXCELLENCE\*



### ENCOURAGING INNOVATION AND COLLABORATION\*

#### Question:

To what extent do you agree with the following statements:



\*SOURCE: Evaluation Framework Report 2023

# CHAIRMAN'S REPORT

## Tēnā koutou katoa

**Food and Fibre Centre of Vocational Excellence (FFCoVE) has gone from strength to strength in its second year of operation as evidenced by the suite of completed projects, with more underway and a healthy pipeline of initiatives coming on stream over the next six months.**

Building on our first year's foundation there is a good sense of direction, both in terms of priorities and operationally. The collective efforts of the Board and a robust management structure has resulted in a well performing entity with a portfolio of projects that address: championing vocational excellence; driving innovation; and attracting and retaining talent.

Regular progress reports, by General Manager Paul Hollings, against the nine KPIs flowing from the FFCoVE strategy has enhanced the Board's ability to focus on opportunities of strategic significance to the development of programmes and partnerships. The creation of Terms of Reference for Steering Committees is ensuring consistency of governance approaches across large projects, and together with the establishment of a Board sub-committee to support management in the project selection process, has strengthened governance practice.

To provide opportunities for industry meetings we alternated board meetings between the FFCoVE office in Hawke's Bay and the regions. For example, in Blenheim we focused on talking with the viticulture and seafood industries. These targeted conversations often spawn opportunities to get involved in industry initiatives and open doors for further engagement.

Looking to the future, there are three key challenges. Firstly, now that we have a body of knowledge, there needs to be a shift in focus. Taking project outputs and creating impact within an industry context is a substantial next step. Inspiration for innovation will come out of the workplace, so we need to be more fully engaged throughout the implementation phase and understand where the significant opportunities for industry lie. This will require strong industry partnerships and co-investment; not just funding, but people, commitment and alignment of strategies.

**"Inspiration for innovation will come out of the workplace, so we need to understand where the significant opportunities for industry lie."**

Secondly, we need a unifying strategy that gives the Board (and members) confidence that every dollar invested is contributing to collective vocational excellence across the food and fibre sector, and is unlocking the performance of other project areas as a result. Providing leadership and a robust strategy will make it even more attractive so that others will want to come on board.

Lastly, the key to creating ongoing success is the resilience of FFCoVE itself. Regardless of whatever happens in terms of the political changes going on within the education sector, the continuity of the work by FFCoVE must grow in relevance and significance to the food and fibre sector as a whole.



Over the next five years and beyond, the huge challenge for Aotearoa New Zealand is climate change adaptation. We've had a disproportionate amount of talk about mitigation, but given our geographic location, in the context of climate change, and our responsibilities around food security and food safety, adaptation must be our highest priority in the short to medium term.

**“Over the next five years and beyond, the huge challenge for Aotearoa New Zealand is climate change adaptation.”**

And the number one issue within that context is skills. The ability to move and adapt at pace will mean a significant shift in practices throughout the whole value chain, with a massive priority for learning and development, which the food and fibre sector has an opportunity to lead. We should have aspiration around the skills required for adaptation of food and fibre sector processes and practices to be more resilient around climate change.

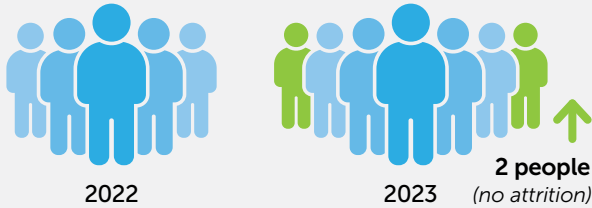
The composition of the Board is well placed to advocate for FFCoVE within industry. The next phase of FFCoVE is going to be dependent on somebody with the drive, ability and commitment to see it through the next three years and beyond. Stepping down as Chair at the 2023 AGM gives the incoming Chair three full years to build momentum, drive implementation, and together with the management team, develop deeper industry engagement. It will also ensure the next set of priorities for food and fibre skills development is a consequence of our work to date.

I would like to thank the Board for their leadership and commitment throughout the year, and to acknowledge the outstanding work from management during an exceptionally challenging work environment.

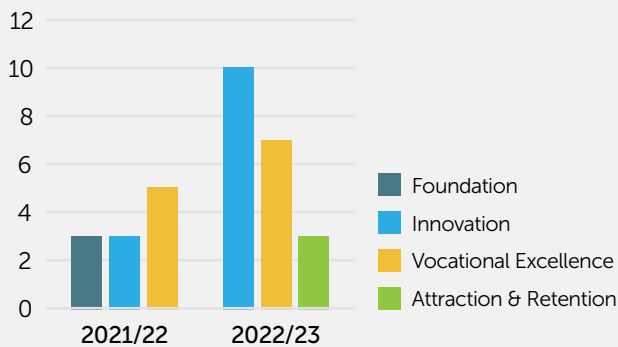
**Mark Paine**  
Board Chair

# Operational Snapshot

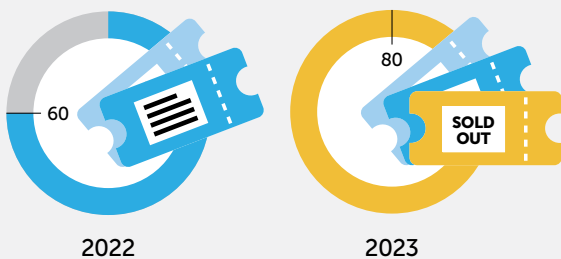
## FFCOVE TEAM



## CHANGE IN PROJECT FOCUS

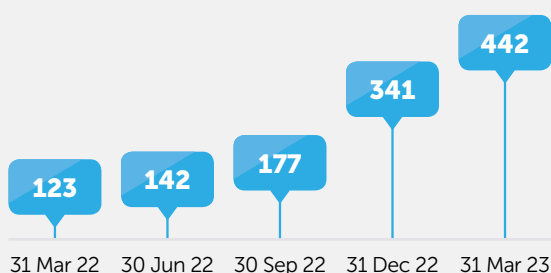


## RESEARCH & INSIGHTS FORUM\*



\*Postponed until 31 May 2023 due to Cyclone Gabrielle

## NUMBER OF LINKEDIN FOLLOWERS



## GENERAL MANAGER'S REPORT

**In our second full year of operation, and with the strategy in place and the programme of work underway, Food and Fibre CoVE turned its attention to establishing our national profile, growing our membership and building stakeholder support for what we do, and the impact we are having on Aotearoa New Zealand's food and fibre sector.**

Having completed work with an external consultant, the Board recognised the key requirement to increase our engagement with the wider food and fibre sector, resulting in the appointment of a Head of Marketing and Communications in late September 2022. A comprehensive marketing and communications strategy, together with a stakeholder engagement plan was developed, with implementation now underway.

To raise our profile and further engage with the sector, we agreed to take over the annual Primary Industry Capability Alliance (PICA) Research and Insights Forum (organisation closed) and share learning and insights from recently completed FFCoVE projects. (A decision was made to run the Forum in its traditional timeslot in March but unfortunately, due to Cyclone Gabrielle this has been postponed to May 2023).

The portfolio management office remained very busy with the completion of eight projects and the ongoing management of another fourteen. In addition, 10 other initiatives are either in development or being assessed for inclusion in the portfolio, with further ideas in the pipeline. This increased activity saw a third fulltime Portfolio Manager join the team in September.



Food and Fibre CoVE recognised from its inception that simply completing research (even action research), and publishing the findings wasn't going to significantly move the dial.

The only way for projects to make a real impact is if we take a more hands-on approach in the adoption and establishment phases of post research initiatives.

**“Publishing the research findings won't significantly move the dial. For real impact, a more hands-on approach is required.”**

Costs have increased this year, but we have stayed well within budget and foresee an increase in project spending in the next financial year, particularly with the extra resources and investment in project outcome development and adoption.

Food and Fibre CoVE has proved centres of vocational excellence have a place in the post reform of vocational education and training world. An integral part of our role is to engage, to listen and to bring together fragmented or parallel conversations, along with encouraging people to reimagine how the VET system can benefit industry, employers, employees and learners.

The relationships with our two most closely related Workforce Development Councils (WDC) have continued to develop, and a valuable relationship with Te Pūkenga continues as it grows and morphs into its new self. We participated in a number of key conferences and events during the year including: Independent Tertiary Education New Zealand (ITENZ) Conference; Ahumoana O Aotearoa Conference 2022 (Aquaculture NZ); GAN – Future of Apprenticeships (NZ and Australia); Rural Leaders Agribusiness Summit; and a number of Regional Skills Leadership Group and Muka Tangata Future of Food and Fibre Workforce events.

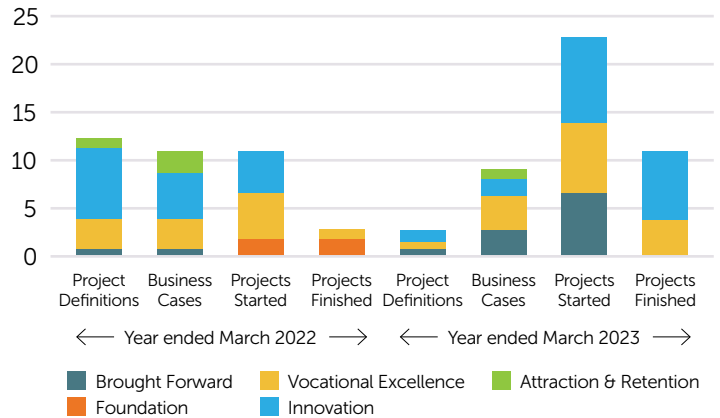
There are many more opportunities to explore, and looking forward, Food and Fibre CoVE needs to consider what it will look like not three years from now, but how and what we will be contributing to Aotearoa New Zealand's food and fibre sector by 2030 and beyond.

**Paul Hollings**  
General Manager

# PROJECTS UPDATE

In our second year of operation we completed and communicated the nine projects outlined here (click on the links below to read each project report). With a significant increase in new projects and initiatives (see page 11) in the pipeline, the portfolio management office is working at pace with research partners and interested parties, including in partnership with Muka Tangata and the Capability Forum, and on joint initiatives with ConCOVE.

## ALL FFCoVE INITIATIVES



## Food and Fibre Sector Leadership Framework – Phase 1

Designed to have impact across the food and fibre sector, the aim is to develop a cohesive Food and Fibre Leadership Framework with supporting system(s), which would provide a set of success criteria that other projects would leverage to meet the current and future needs of the sector.

Phase one of the project looked at ‘The State of Leadership Development in New Zealand’s Food & Fibre Sector’. Initial consultation demonstrated a demand for a high-performance leadership system, underpinned by an academically credentialed framework that can lift the performance and profitability of food and fibre businesses.

In summary, there are several leadership programmes across the sector, targeted at varying

leadership levels. While many are rated highly by sector leaders, it is clear the majority of people are not accessing leadership training, and for those who do, the leadership development pathways are often disjointed, and unclear. Six key principles of leadership were identified:

- 1 Leading others is a privilege
- 2 Leaders need to be grounded
- 3 Leaders build relationships
- 4 Leadership is about teamwork
- 5 Leaders are accountable
- 6 Leaders unleash potential in others.

**Click here** for the report.

## Work-Integrated Learning Pilots

Currently two formal models of learning exist, the in-work model and the provider model. The food and fibre sector seeks to establish over time, Work-Integrated Learning model(s) which provide greater flexibility for learners and enables simplified access to vocational education.

A large and diverse topic, the working group (tertiary providers and industry representatives) developed a high-level Work Integrated Learning ecosystem, parts of which – online assessment and online learning support – have been successfully trialled through small pilot projects.

More of a ‘voyage of discovery’ than a defined project, we expect that opportunities to improve our understanding of work-integrated learning will be integrated into any new relevant project(s).

Areas of interest include:

- Improving our understanding of horticulture qualifications, how they connect to each other, who the providers are and what is best practice delivery.
- Identifying and investigating opportunities for both vertical and horizontal training.
- Identifying what an end-to-end career plan looks like for learners throughout the continuum (pre-employment to post graduate), development guided by industry to ensure consistency across all qualification’s content.
- Researching the requirement for qualifications that are fit for purpose (industry and learners).



## Systems Approach to Micro-Credentials

This project performed a stocktake of current micro-credentials – short, bite-sized learning to meet the needs of learners in the food and fibre sector, who are time-poor, juggling learning alongside employment, family and the challenges of living rurally. It also looked at a possible badging system to enable learners to gain recognition for the completion of module-sized learnings and to drive engagement, participation and achievement in both non-formal and formal learning.

The working group explored ways to improve the micro-credentials system and agreed an excellence rubric by which the effectiveness of a micro-credential system might be measured. The project team worked closely with NZQA and Muka Tangata, and helped guide the development of the legislation for micro credentials and scoped a further project to examine non-formal and informal credentialing of qualifications in more detail.

**Click here** for the report.

**Click here** for rubric.

## Year 7 and 8 STEM Programme

The project successfully delivered Agritech STEM kits to engage and inspire year 7 and 8 students into agritech roles.

The initial phase was to: procure the kits, develop lesson plans and train teachers; and pilot with students to access the value, engagement and long-term viability. Kits were sent to a variety of schools across New Zealand. Once the teachers were up to speed, the feedback collected on the

lessons was very positive and they thought the kits were well executed. Students were highly engaged and enjoyed the practical hands-on learning.

The pilot kits will remain at the schools, with replacement consumables bought by the schools. A discussion will take place regarding a grant application to MPI to fund further kits; technical and financial support could also be sought from industry.

**Click here** for the report.

## Tupu Programme Case Study

As a result of almost a decade of research and trials, Te Hiku o Te Ika Iwi Development Trust initiated a new and disruptive pilot, the Tupu Programme. A 'learn as you earn' model, it is the first group employment scheme in Te Hiku and the horticulture industry in Aotearoa New Zealand. The collaborative approach is learner and industry-led, locally designed and delivered, regionally supported and centrally enabled, with a key point of differentiation being the Iwi-Crown partnership, the cross-government and broader stakeholder collaboration, a Kaupapa Māori approach, and a holistic, supported network of cultural and pastoral care.

Addressing the paradox between the large pool of unemployed and underutilised, with the high demand locally for reliable, resilient and skilled employees, Tupu works directly with an industry which historically has had a variable experience of successful employment schemes.

Despite unexpected challenges, Tupu achieved significant success. Of 20 places offered, 15

Kaingaki Kāri completed the programme with industry work certifications, 14 qualified with a New Zealand Certificate in Primary Industry Skills (Level 2), and 13 were off-benefit and in permanent employment. Evaluations and feedback evidence the demonstrable impact of strengthening cultural identity, financial and employment confidence, self-advocacy, resilience and wellbeing.

Group employer and host employers have grown into their functions and demonstrated a significant shift in attitudes and behaviours concerning hiring local staff as a circular model. The collective stakeholder and co-contributing agency approach have successfully provided proactive support and solutions.

The report includes recommendations for the future of the programme.

**Click here** for the report.

## Workforce Development Options for the Wool Harvesting Industry

The purpose of this project was to enable a clear and shared understanding of what an effective workforce development model looks like for the wool harvesting sector. This could form the basis of a model the vocational education sector can adopt in the context of the current vocational reforms.

The report has two parts: a situational analysis (international and national literature review, and stakeholder engagement to gather a range of perspectives on effective training models, past and present); and a situational assessment which provides context to, and understanding of,

effective training delivery modes and the preferred training model.

A post report recommendation by the Steering Committee mandated that FFCoVE and Skills Consulting Group develop a project proposal and business case for the next phase to provide an operational solution for the training model and talent pipeline. It noted the importance of taking into consideration the education and training system takes the lead from industry, as to the preferred training delivery model for wool harvesting.

**Click here** for the report.

## Farm 4 Life Case Study

The Farm 4 Life Hub, founded by Tangaroa Walker, is an engaging and innovative online video learning platform that delivers education 24/7. With almost 1000 videos on the 'how' and 'why' of dairy farming, the Farm 4 Life hub contains individual, team and farm learning overviews and education from leading experts in the dairy industry. Driven by the desire to grow more skilled and capable farmers, Farm 4 Life has developed a model that could potentially see more workers – especially young people – attracted to and retained in the industry.

This desk-based project explored opportunities and options to connect and develop the resources within a new or existing framework to connect it to formally recognised, accredited, and subsidised vocational education delivery. The research found that Farm 4 Life had already mapped some of their content to qualifications on the NZQF and NCEA frameworks. The final report recommended that Farm 4 Life continue to work with the formal system to align their programme content to tertiary qualifications and NCEA level credits as appropriate.

**Click here** for the report.

## Te Ao Māori Integration into Level 3 Māori Cadetship – Phase 1

Post Covid-19 there has been an increase in cadet and workforce programmes, primarily focused on first-time learners at Level 1 and Level 2, or on employment outcomes. Phase 1 (completed September 2022) sought to define what Te Ao Māori would look like for a vocational education and training programme, based on a future pilot using a Level 3 Māori cadetship programme in the Bay of Plenty.

A business case is being developed to secure

funding for a pilot to be run as part of the next cadetship programme. In parallel, research activity will record what worked, and what didn't work and needs to be revisited.

Te Awanui Huka Pak Limited are leading this project to assess the outcomes achieved, so that other programmes can leverage those practices which make a significant difference to learner outcomes. The programme is scheduled to be completed later in 2023.

## Residential and Group Training Research Project – Phase 1

This in-depth project examined Group and Residential Training within New Zealand. The research looked for global examples of both group and residential training, discovering residential training is not a common delivery method on the global stage. Group schemes are used successfully in some industries, particularly in Australia with a new food and fibre scheme established recently.

As a result of the research and analysis, a model to pilot has been suggested. The 30 weeks model

is a hybrid of both residential and group training with 3 weeks of residential pre-employment and 12 weeks with employer A, then 3 weeks residential and 12 weeks with employer B. Throughout the 30 weeks the learner will complete a 30 credit micro-credential around self-management and wellbeing. The learner would be paid the training wage throughout the 30 weeks. FFCoVE is in the process of securing hosts for the pilots (phase 2).

**Click here** for the report.

## CURRENT PROJECTS

- Food and Fibre Degree-Level Apprenticeship
- Attraction and Retention Research Programme
- Training and Career Framework
- Food and Fibre Sector Leadership Framework – Phase 2
- Food and Fibre Training and Career Framework
- Residential and Group Training Research Project – Phase 2
- Akongoue Pasifika Horticulture Programme Evaluation
- Forestry Trainers and Assessors Research Project
- Evidence and Practice to support Hawke’s Bay Regional Skills Leadership Group Actions
- NZ Apprenticeships in the Food and Fibre Sector
- Non-formal and Informal Learning in the Food and Fibre Sector

## UNDER DEVELOPMENT

- Te Ao Māori Integration into Level 3 Māori Cadetship – Phase 2
- Secondary School Transitions and Pathways to VET and Employment
- Developing Teaching and Learning Capabilities of Qualified and Skilled Industry Persons to Improve Workforce Capability (joint initiative with ConCOVE)
- Evidence and Practice to support Waikato Regional Skills Leadership Group Actions
- Virtual Reality Skills
- Assessment Evidence for the 21st Century
- Understanding Quality Employers



## ACKNOWLEDGEMENTS

Food and Fibre CoVE would like to take this opportunity to acknowledge all Steering Committee members (and the organisations they work for), partners and research agencies for their time, expertise, enthusiasm and contributions to the delivery of projects. Without your collective collaboration, projects that benefit Aotearoa New Zealand’s food and fibre sector would not come to fruition.

**Click here** for list of Steering Committee members.

# BOARD MEMBERS

Food and Fibre CoVE Society Incorporated is a relatively new society with all Board members appointed in December 2020, for a period of two years.

To provide continuity and to ensure not all Board members stand down simultaneously, Dr Mark Paine (Chair), Turi Ngatai, Sandy Scarrow and William Beetham will stand down at the 2023 AGM. Mark Paine, current Board Chair will not be seeking re-election; Turi, Sandy and William are open to being re-elected, along with any new nominations.



**DR MARK PAINE**  
*Board Chair*



**TURI NGATAI MNZM**  
*(Ngai Te Rangi / Ngāti Rangiuini  
Tauranga-Moana)*



**WILLIAM BEETHAM**



**PRUE YOUNGER**



**DR WIREMU MCMILLAN**  
*(Ngāti Porou)*



**SANDY SCARROW**



**GLEN HARKNESS**



**CHRISSIE HAPE MNZM**  
*(Ngāti Kahungunu / Kai Tahu  
me Moriori)*



**BEN ALLOMES**

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For more information on our Board Members, please [click here](#).

## OUR TEAM



**PAUL HOLLINGS**  
*General Manager*



**NICOLA YUILE**  
*Operations and  
Administration Manager*



**MICHELLE JONES**  
*Head of Marketing  
and Communications*



**JACKIE LYNCH**  
*Portfolio Manager*



**LILLA DU TOIT**  
*Portfolio Manager*



**FIONA WINDLE**  
*Portfolio Manager*



**DOUG NEILSON**  
*Portfolio Manager*

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For more information  
on our Team, please  
[click here](#).

## FINANCIAL STATEMENTS 2023 >

# STATEMENT OF FINANCIAL PERFORMANCE

	Note	Actual 2023 (\$)	Budget 2023 (\$)	Actual 2022 (\$)
<b>REVENUE</b>				
Revenue from providing goods or services	1	1,996,043	2,500,000	1,419,280
Interest, dividends and other investment revenue	1	16,994	–	562
Other revenue	1	250	–	7,172
<b>Total Revenue</b>		<b>2,013,287</b>	<b>2,500,000</b>	<b>1,427,014</b>
<b>EXPENSES</b>				
Employee related costs	2	710,415	735,896	502,419
Costs related to providing goods or services	2	1,200,792	1,302,720	806,537
Other expenses	2	84,836	69,384	117,496
<b>Total Expenses</b>		<b>1,996,043</b>	<b>2,108,000</b>	<b>1,426,452</b>
<b>Surplus/(Deficit) for the Year</b>		<b>17,244</b>	<b>392,000</b>	<b>562</b>

# STATEMENT OF FINANCIAL POSITION

	Note	Actual 2023 (\$)	Actual 2022 (\$)
<b>ASSETS</b>			
<b>Current Assets</b>			
Bank accounts and cash	3	3,216,384	2,534,819
Debtors and prepayments	3	4,087	60,372
Other current assets	3	10,000	–
<b>Total Current Assets</b>		<b>3,230,470</b>	<b>2,595,191</b>
<b>Total Assets</b>		<b>3,230,470</b>	<b>2,595,191</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Creditors and accrued expenses	3	3,157,762	2,543,808
Employee costs payable	3	55,082	51,002
<b>Total Current Liabilities</b>		<b>3,212,844</b>	<b>2,594,810</b>
<b>Total Liabilities</b>		<b>3,212,844</b>	<b>2,594,810</b>
<b>Total Assets less Total Liabilities (Net Assets)</b>		<b>17,626</b>	<b>381</b>
<b>ACCUMULATED FUNDS</b>			
Accumulated surpluses	4	381	-181
Surplus/(deficit)	4	17,244	562
<b>Total Accumulated Funds</b>		<b>17,626</b>	<b>381</b>



## STATEMENT OF CASH FLOW

	Actual 2023 (\$)	Actual 2022 (\$)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<i>Cash was received from:</i>		
Receipts from providing goods or services	2,503,578	3,719,628
Interest, dividends and other investment receipts	16,994	562
<i>Cash was applied to:</i>		
Payments to suppliers and employees	1,839,007	1,185,190
<b>Net Cash Flows from Operating Activities</b>	<b>681,565</b>	<b>2,535,000</b>
Net Increase / (Decrease) in Cash	681,565	2,535,000
Opening Cash	2,534,819	-181
<b>Closing Cash</b>	<b>3,216,384</b>	<b>2,534,819</b>
<i>This is represented by:</i>		
Bank Accounts and Cash	3,216,384	2,534,819

# 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

	2023 (\$)	2022 (\$)
<b>REVENUE ITEM</b>		
TEC Revenue	1,981,779	1,418,718
<b>Total</b>	<b>1,981,779</b>	<b>1,418,718</b>
<b>REVENUE ITEM</b>		
Bank interest	16,994	562
<b>Total</b>	<b>16,994</b>	<b>562</b>
<b>REVENUE ITEM</b>		
Sundry income	14,513	7,172
<b>Total</b>	<b>14,513</b>	<b>7,172</b>

## NOTE 2: ANALYSIS OF EXPENSES

	2023 (\$)	2022 (\$)
<b>EXPENSE ITEM - EMPLOYEE RELATED COSTS</b>		
Salaries and wages	672,766	484,225
KiwiSaver contributions	36,662	14,976
Professional Development	91	–
Staff Wellbeing	61	–
Recruitment	835	3,218
<b>Total</b>	<b>710,415</b>	<b>502,419</b>
<b>EXPENSE ITEM - COSTS RELATING TO GOOD OR SERVICES</b>		
Board Member Fees	110,000	103,333
Board Member Operational Expenses	16,907	6,899
Conference Fees/Expos/Events	5,681	–
Consultancy Services	19,450	219,791
Hospitality	4,339	4,312
Insurance	–	459
Light, Power, Heating	–	338
Office Expenses	9,281	9,772
Project Expenses	932,274	404,304
Rent	52,747	35,355
Telephone & Internet	754	693
Travel, Accommodation and away meals	45,056	21,281
Workshops/Events CoVE Run	4,303	–
<b>Total</b>	<b>1,200,792</b>	<b>806,537</b>
<b>EXPENSE ITEM - OTHER EXPENSES</b>		
Advertising	900	235
Audit Fees	11,700	0
Bank Fees	471	349
Brand	194	0
Freight & Courier	–	7
Gifts	472	153
Legal expenses	–	11,364
Service Level Agreement (EIT)	60,000	95,000
Software/Database Expenses	3,013	3,720
Subscriptions/Memberships/Registrations	3,863	348
Web Hosting	585	0
Website Maintenance	3,637	6,320
<b>Total</b>	<b>84,835</b>	<b>117,496</b>

## NOTE 3: ANALYSIS OF ASSETS AND LIABILITIES

	2023 (\$)	2022 (\$)
<b>ASSET ITEM - BANK ACCOUNTS AND CASH</b>		
ASB Current Account	3,216,384	2,534,819
<b>Total</b>	<b>3,216,384</b>	<b>2,534,819</b>
<b>ASSET ITEM - DEBTORS AND PREPAYMENTS</b>		
Accounts receivable	4,087	34,500
Prepayment	10,000	0
GST Refundable	52,958	25,872
<b>Total</b>	<b>67,045</b>	<b>60,372</b>
<b>LIABILITY ITEM - CREDITORS AND ACCRUED EXPENSES</b>		
Trade and other payables	208,573	161,460
Accrued expenses	144,642	28,800
Income in Advance	2,857,505	2,354,110
GST payable	-	-
<b>Total</b>	<b>3,210,720</b>	<b>2,544,370</b>
<b>LIABILITY ITEM - EMPLOYEE COSTS PAYABLE</b>		
Payroll deductions	1,777	16,097
Holiday pay accrual	23,916	15,857
Wages and salaries earned but not yet paid	29,390	19,048
<b>Total</b>	<b>55,082</b>	<b>51,002</b>

## NOTE 4: ACCUMULATED FUNDS

	2023 (\$)	2022 (\$)
Opening Balance	382	-181
Surplus/(Deficit)	17,244	562
<b>Closing Balance</b>	<b>17,626</b>	<b>381</b>

## NOTE 5: COMMITMENTS AND CONTINGENCIES

	2023 (\$)	2022 (\$)
<b>COMMITMENT</b>		
<i>Commitments to lease or rent assets</i>		
Due within one year	120,612	120,612
Due later than one year	628,294	689,509

## NOTE 5: COMMITMENTS AND CONTINGENCIES

The entity has a lease agreement with EIT that has a final expiry date of 30 September 2030. It also has a service level agreement that does not have an expiry date, but has been calculated until 31 March 2028 (ie 5 years from balance date).

### **Contingent Liabilities and Guarantees**

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

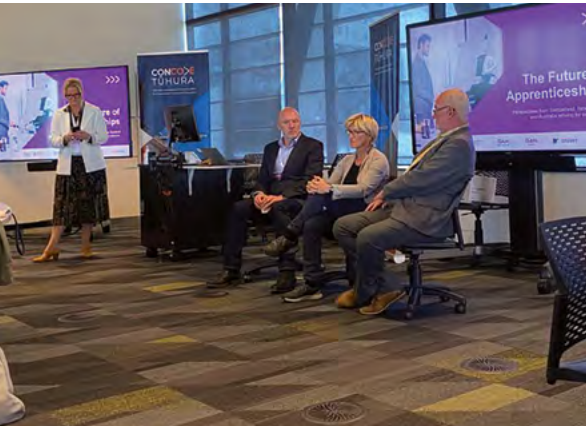
## NOTE 6 : RELATED PARTY TRANSACTIONS

Rent expense and service level agreement charges were incurred with EIT of \$50,507 (2022: \$35,355) and \$60,000 (2022: \$95,000) respectively. There are also other expenses which Food and Fibre Centre of Vocational Excellence reimburses EIT for. There was \$1,754 accrued at year end for incidental expenses (2022: nil).

## NOTE 7: EVENTS AFTER THE BALANCE DATE

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





**We work with 14 industry groups**

# 14

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Dairy, sheep, beef, deer, pork, poultry and other livestock farming; arable farming; vegetables and fruit growing; viticulture and winemaking; forestry; seafood; apiculture; equine, dogs and racing; veterinary, nursery, turf and gardening; and food and fibre support industries.



501 Gloucester Street, Taradale, Napier, New Zealand  
P 06 830 1020 E [info@foodandfibrecove.nz](mailto:info@foodandfibrecove.nz)  
[www.foodandfibrecove.nz](http://www.foodandfibrecove.nz)