

THE MAGAZINE FOR ASSOCIATION OF WALL AND CEILING INDUSTRIES OF NEW ZEALAND

insight

DECEMBER 2021/JANUARY 2022

*Meri Kirihimete
and Happy New Year!*



INSIDE:
3 simple ways to free up your time
Avoiding disputes



Why do drying times for compounds differ?

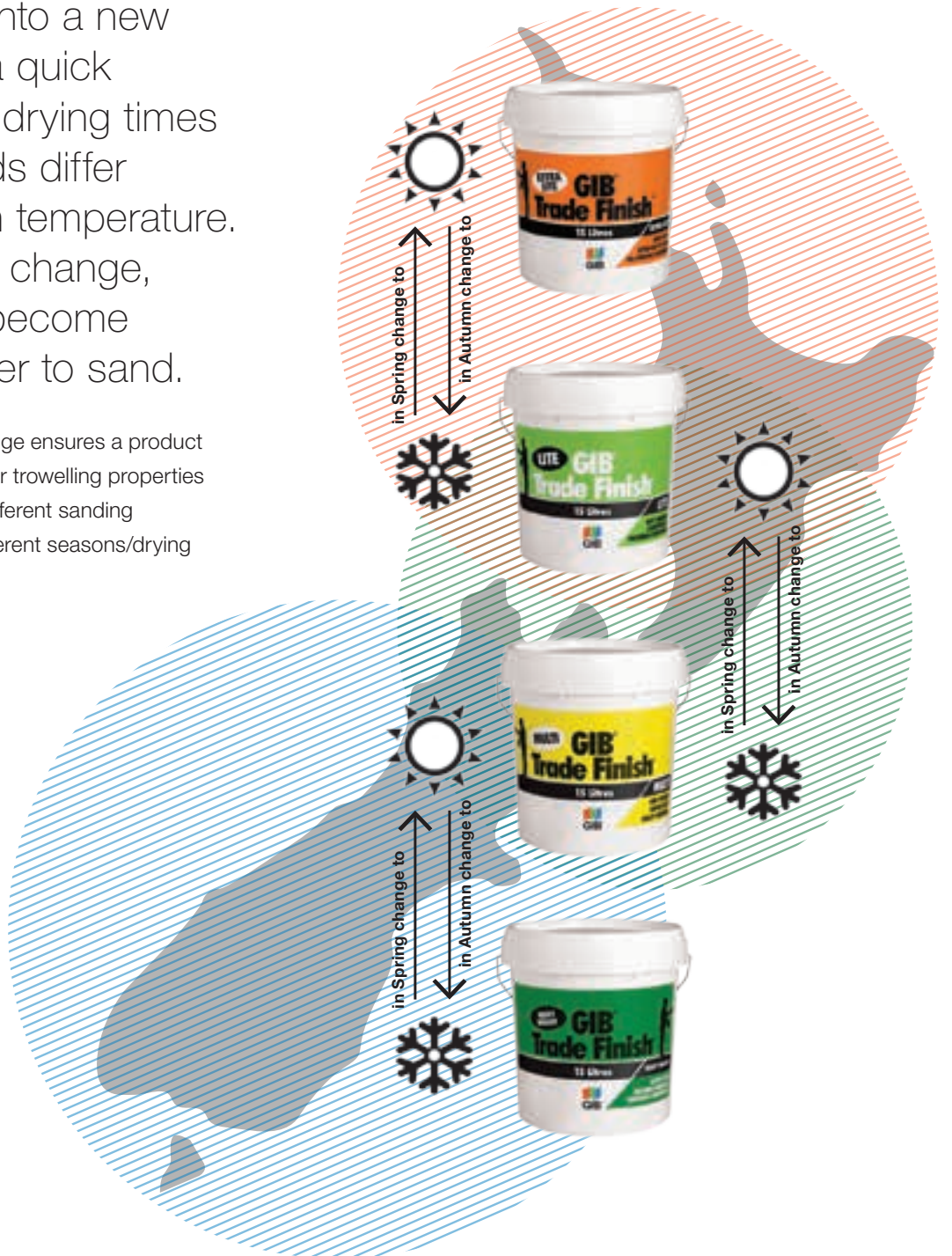
As we move into a new season, just a quick reminder that drying times for compounds differ depending on temperature. As conditions change, compounds become harder or softer to sand.

The GIB Trade Finish® range ensures a product is available that has similar trowelling properties through the range, but different sanding characteristics to suit different seasons/drying conditions.

The warmer the weather, the harder the product will become to sand.

The colder the weather, the softer the same product will become to sand.

Download the 'Case Study' document or contact the GIB® Helpline on 0800 100 442 for further information.



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CONTACT: AWCi, PO Box 45098, Lower Hutt NZ
FREE CALL: 0800 AWCINZ (0800 292 469)
Website: www.awcinz.org.nz • Email: admin@awcinz.org.nz

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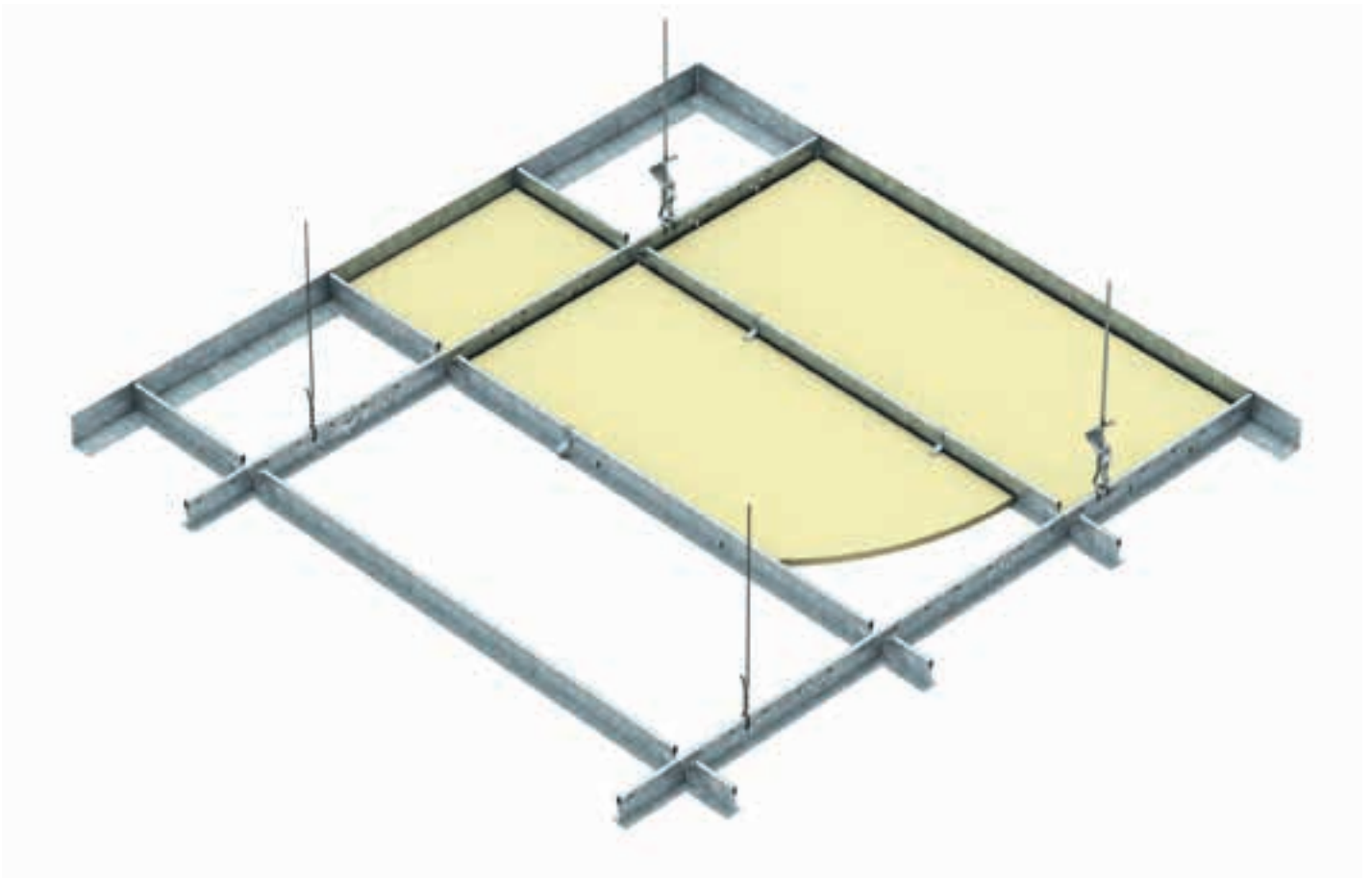


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We've also created an article to demonstrate how to use our DONN® Grid Load Tables by providing a comparison between the previous method and our new simplified format as well as the updates made due to the new Standard AS/NZS2785:2020.



Learn more by visiting www.rondo.co.nz/DONN

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President's report



Daniel Pepperell

In my first Presidents report since being elected to this role in a new look, smaller AWCI Executive board, I thought I would spend some time letting you get to know who I am, and my refreshed vision of AWCI.

In my younger years I left school at 15 to enter the workforce, working for my Dad in the mighty Waikato. I learnt the trade over these formative years, learning Plasterboard fixing, Suspended Ceilings, Steel stud and general interior construction, before moving to Tauranga to start my own company at 19. The years following included navigating through the GFC, and continuing to build the company I had created. I learnt some good lessons over those years, I wonder how I made it out the other end at times. Some time later my dad's business and my own merged to create the business we have today, Tika Interiors, with offices in the Waikato and BOP with around 100 full time employees. During this time I have also sat on not for profit and professional boards, both at Local and National level, serving as a Board member, Vice president and President for a number of years. I tell you this story to give you confidence that I understand the issues our businesses are facing, from the "one man bands" through to our larger members, and that I have the necessary skills to lead the organisation.

It is imperative that our industry has a strong and loud voice that represents all aspects of our trade. I want you to have faith in the AWCI and its board, and feel confident and proud to be a member of it. The board consists of Vice President, Shannon Irvine (Apex Interiors), Stuart Phelps (Tauranga Plasterers), Nick Molcisi (Rondo) Peter Lucas (Superior Walls and Ceilings) and past President, Gabriel Ataya (Licensed NZ).

Over the next 3 to 4 years I intend to lead a board that reinvents the AWCI, with a heavy focus on our members and their requirements, and supplying you with the value you would expect from us. This will come in three stages of

- Focus (Planning, Communication and review)
- Revive (Engage, Implement)
- Deliver (Structure, Be Consistent and Value add)

The most important item is within our Focus heading, in which the Board will create a 5 year Strategic plan that will be shared with all members, with regular updates and a full dissection of the year's performance at each AGM. This will help this board and future board keep focus, and move toward a set of goals that will have been created from what our stakeholders want.

It also creates much needed accountability. We are a board that is here to serve its members first and foremost.

You may read the above and ask WIIFM? (What's in it for me?) I ask that you are patient and give this board the time to build the spring board that is required to launch AWCI toward a path of prosperity, in which AWCI is providing information, facilitating events, meeting with government, and making positive changes to our industry to ensure we stay healthy, profitable, and relevant.

As a staunch advocate for our trade, have faith that I won't back down from having our voice heard to those who need to hear it. Feel free to contact me or the AWCI office with any feedback or comments you may have, I WANT to hear from you.

For now I will leave the industry information and updates, if I know this industry and this time, I will be lucky that you even read this report with the work you will have going on. I'm sure you, like us, are looking forward to the Christmas break and a well deserved break with our friends and family from what has been a chaotic and tough year for the country.

All the best, Mere Kirihimete, and have a great New Year! See you in 2022.

Daniel Pepperell
AWCI President

Executive Committee

2021/22



Daniel Pepperell - Tika Interiors - PRESIDENT



Shannon Irvine - Apex Interiors - VICE PRESIDENT



Gabriel Ataya - IMMEDIATE PAST PRESIDENT



Stu Phelps - Tauranga Plasterers



Nick Molcisi - Rondo Building Systems



Peter Lucas - Superior Walls and Ceilings

3 simple ways to free up your time



You can't get more time. But you can make yourself use it better. Business coach Daniel Fitzpatrick from Next Level Tradie explains how.

If you're like most tradies, you're so busy you can barely catch a breath right now. Make hay while the sun shines. I couldn't agree more.

But there's one small catch: The year isn't over yet. **Avoiding burnout is paramount.** For you, your family, your team, and for the success of your company.

Sucking it up "to just get through the next big job"? Not the best plan. Why? Because there's always another "next big job" around the corner.

To stay on your game, handle the curveballs of this "new normal", maintain strong margins and profits (... and still have family time...) you're going to need tried-and-true strategies that work in the real world.

You'll need to get a better handle on managing your time.

Here are 3 of my favourite insights:

#1: Only 20% of tasks move the needle

Heard of the 80/20 law? Here's how it works:

80% of referrals come from 20% of your contacts

80% of your profit comes from 20% of the jobs you do

80% of the problems come from 20% of your clients

80% of staff issues come from 20% of your team (if you have 10 staff, most of the headaches are caused by the same 1 or 2) etc

Same with your time: 80% of results come from 20% of the efforts.

In 8 hours at work, you'll find that less than 2 hours of your time is spent on tasks that make a real difference.

Take a look at your week. What are the things that move the needle?

Profit-generating tasks might be: Speaking with key clients, Negotiating deals, Organising your team, Staff training and keeping standards high, Setting targets with your team, Working on profitability, Hiring, Streamlining systems so things happen without you being involved every step of the way... and so on.

It's very easy to get caught up in the wrong things. Fires and squeaky wheels distract you from what you should be doing. This can leave you shattered week after week. Chasing your tail. Frustrated there is no time left to make the business better. No time left to get the important stuff done.

Instead of reacting to the demands of the day, step back, just for a moment.

Don't let other people's priorities dominate your day.

Identify the 20% of tasks on your plate that drive results - things that move you closer to your goals.

Here's how: Grab a piece of paper. On the left, list all your daily and weekly activities. On the right, write down your recent wins. Then draw a line to connect your wins to tasks directly responsible for making them happen. Then you'll know exactly where to focus your efforts.

Start each day by jotting down your top 3 tasks. Do the most important or hardest one first. Minimise interruptions during this time.

Remember: You can't do it all anyway. So you're going to have to choose. Be strategic and intentional about how you

spend your time. And you'll be way ahead.

#2: Using money to save time makes you happier

As a skilled professional, you probably think it's crazy when a homeowner wants to DIY. **It's stressful. It takes longer. And the quality isn't nearly as good.**

But here's something really interesting: Most of us DIY stuff inside our own business. All the time.

I'll tell you what though. Just because you can do something doesn't mean you should.

Let's be honest: The bulk of your time is probably spent on stuff you could pay someone else \$30/hour (or less) to do.

Did you know **using your money to free up your time actually makes you happier?**

A study by University of British Columbia found people felt happier when they spent money on a time-saving purchase, rather than a material one.

People who invested in time-saving services (such as house cleaning, grocery/meal delivery, lawn mowing, errands, childcare) **reported higher levels of satisfaction with life.**

This was true regardless of income level, even when participants had very little disposable cash.

Let's apply this to business. Take another look at your to-do list. Ask: Does this task need to be done? For real? Does it need to be done by me? **Who else could do this?**

Could you outsource, employ an admin person, foreman, an extra pair of hands on the tools?

Do you need to be: Answering the phone 24/7 (dealing with the tyre-kickers)? Wrestling paperwork, Doing all the bookkeeping (invoicing, following up

late payers, handling payroll)? Fiddling around sorting out IT issues, or wasting 40 minutes fixing the printer? Manning social media?

Running out to collect materials for jobs? (could you pay for delivery?)

Don't get me wrong. **Delegating** is not just about handing work over – but also checking in to ensure it's done to the same high standards you expect.

Letting go is easier than you think. But having the confidence to let go - staying in control - happens by putting in place standards and systems so you can trust your team will get it done right.

Don't forget to consider what you can automate. Bad systems cost you time and make your life harder. You might invest in apps so you can get paid on the spot, log timesheets, use GPS, or project management software for job tracking, and to keep clients updated/get the same information out to everyone in real time.

#3: Work expands to fill the time available for its completion

Ever swore you couldn't possibly fit one more task into your busy day - then something urgent cropped up, and somehow you still got everything done? Weird, right? When push came to shove, you did have time.

The secret is, for the most part, **things get done when they need to get done.**

It's Parkinson's law: Work expands to fill the time available for its completion.

In other words: Time is elastic. That's why we often get more done when we have less time to do it. We fit the task to the timeframe.

Try it: Set yourself deadlines. Shorten the allocated time.

Here's another clue: "My #1 productivity hack is understanding the difference between "doing" and "done". When you shift your focus from what you are going

to be "doing" in a given time period, to what you are going to get "done", your productivity skyrockets." - Dr Sam Hazledine

By now you'll be wondering: Can I use this idea with my team? Heck yes!

Give your crew set targets for when you expect the job to be completed by. How many hours are allocated on fixed price jobs before you start eating away at profit? Break it down to each stage to stay on track.

Sure, sometimes things take longer and delays are unavoidable. But I can almost guarantee if you adjust expectations and set targets, you'll shave significant time off each job.

A drainlayer I worked with would book inspections on jobs before they were complete. When they didn't, jobs would take 2 ½ days instead of the usual 2. Staff productivity increased when "gotta get it done because the inspector is turning up on Friday" was in play. Interesting isn't it?

Let's wrap things up

A word of caution: Ideas are useless without execution. Yet to get results you don't have to implement every idea that comes along. Just the ones that make the most difference.

You can have your nights and weekends back **and** a highly successful business. My clients have achieved this and so can you.

Like the idea of getting some support and accountability to be the best version of yourself as a business owner? Book a free call with me. It's a zero-pressure chat to see if **private 1 on 1 mentoring** might be right for you.

Go here and book a time now: <https://nextleveltradie.co.nz/nextstep/>

Written by: Daniel Fitzpatrick

Business Coach, Next Level Tradie

REFERENCE TO STUDY, IF NEEDED:

[HTTPS://NEWS.UBC.CA/2017/07/24/USING-MONEY-TO-BUY-TIME-LINKED-TO-INCREASED-HAPPINESS/](https://news.ubc.ca/2017/07/24/using-money-to-buy-time-linked-to-increased-happiness/)

Risk mitigation – avoiding disputes

Avoid construction disputes and defective building claims by understanding the main areas of risk and acting on any dispute early.

WITH SO MANY pressures on the construction industry right now – both positive (high demand) and negative (supply chain issues and labour shortages) – disputes are likely to increase. Timing pressures also create a greater likelihood of defects in design and or workmanship. Navigating and defending construction disputes is an expensive education. How can you avoid disputes or defective building proceedings arising in the first place despite all the current pressures?

Key risk areas for disputes

Start by focusing on the key risk areas. The main causes of construction disputes are:

- lack of understanding of contractual obligations
- errors and omissions in drafting the contract
- inadequate scoping
- incomplete or defective design
- unrealistic time and cost objectives
- issues arising from principal and employersupplied information
- delays with subcontractors and suppliers
- late supply of information by contractors for extensions of time/ variations
- poor contract administration

The best time to resolve any dispute is when it is still capable of being resolved informally – and relatively inexpensively

• tender tags left over from procurement – that is, a failure to close these out
How can these issues be minimised?

Understand the contract

The first important step is to ensure that your contracts are clearly drafted considering the key risk areas. Ensure the contract is suitable for the project, which isn't always the case.

The contract and your obligations under it will also entail other documents – including design documentation. It may be stating the obvious, but it is important that you obtain all these supporting contract documents and review them before you enter the contract.

Next, make sure you understand all your obligations. In particular – any time-sensitive requirements such as the timing of variations, extension of time claims and key dates where risk passes

(possession of the site and insurance taking effect).

Ensure that you issue timely and compliant payment claims and payment schedules in accordance with the contract and the Construction Contracts Act.

This is by no means a plug for lawyers, but taking some advice before entering a contract could well avoid more money being spent with a litigator down the track.

In the event of a defective building claim, it is likely that you will have a personal exposure and or that parts of the claim won't be covered by insurance.

Professional advice on protecting your personal assets is vital, particularly if you're working on larger developments. Finally, understanding what insurance cover you will need and ensuring you're covered from the outset of a project is the best way to protect yourself. There are some very good insurance brokers out there who can help you navigate your insurance requirements and who can also help with the timing of cover through the life cycle of a project.

Good document management vital
The amount of documentation even a small project can generate is massive. Using a document management system and having processes in place for filing



documents and diarising key dates is the one step that most significantly reduces the likelihood of a dispute.

Many disputes arise because the information being relied on is not up to date or correspondence or instructions have been overlooked. Good document management and document retention is critical in defending any defective building claim down the track.

Technology can be of real help to streamline and better manage QA processes. Look at investing in a software package that can help you do this. Many businesses have also benefited from an internal audit of their files and processes. Minor changes to how project records are handled can make a very big difference. The length of time you should retain your records is longer than many think. Proceedings can be commenced against you up to 10 years from the date of any defective work under the Building Act. For money claims (breach of contract), it's normally 6 years but with a 15-year deadline taking into account late knowledge and discovery of the breach. The best approach is to keep records for at least 15 years from completion of the project.

One thing that's important to note is that,

while you can shorten these timeframes in your contract, this will only bind the party you contract with. It will not protect you from third parties such as subsequent homeowners who might issue a claim against you.

These days, any records can be scanned and placed into cloud storage – just make sure you've done this before you destroy any hard copies.

When a dispute arises

The best time to resolve any dispute is when it is still capable of being resolved informally and relatively inexpensively. Most dispute resolution clauses call for mediation. Because the process is informal, there is a tendency to underprepare, but assessing your position carefully with help from advisors before heading into mediation can avoid matters leading to more formal proceedings. It's best to select a mediator who is technically and legally qualified to mediate a construction dispute.

As for adjudication proceedings under the Construction Contracts Act, this process can be a useful tool for simple disputes involving payment claims. However, where a claim is more complex, the tight timeframes allowed to progress these

claims present significant challenges and can make the process very costly. Always assess the cost of issuing more complex proceedings against the likely amount at stake. Also bear in mind that adjudication determinations are binding and that the parties will need to pay the adjudicator's fee.

Get advice early to avoid disputes

In summary, it pays to slow down and make sure all your Ts are crossed before signing on the dotted line. Ensure you're noting your obligations clearly and accurately and that you get advice on anything you don't understand. Get your broker and lawyer to review any contracts, and make sure you keep all your project documents stored safely in the cloud well after completion.

Above all, don't use your advisors as the ambulance at the bottom of the cliff. More time and money will be spent if you wait until the dispute has escalated. It may be helpful to undertake a brief audit of each project on completion and use your external advisors to guide you on improvements you could be making to your contracts and day-to-day processes. These steps will help you and your business minimise disputes so you can spend your time constructively – and on construction.

Note This is intended as general advice only.

For specific advice, contact your legal advisor.

Construction News

NEW BROADER OUTCOMES GUIDANCE FOR THE CONSTRUCTION SECTOR

The Construction Accord has published new guidance to support government buyers and industry suppliers in applying broader outcomes in construction procurement.

Broader outcomes are the additional benefits that can be achieved by the way a service, project or goods are produced or delivered. These outcomes can be social, environmental, cultural or economic benefits that deliver long-term public value for New Zealand.

The guides are a practical framework to help construction buyers and suppliers better understand what broader outcomes are, why they are important and how to embed them into government procurement and tender documents.

The Accord is proud to publish the first version of the guidance, developed by Height Project Management. The guides will be regularly updated to support the needs of the construction industry.

Read more on the Construction Accord website

FAST COVID-19 TESTS AVAILABLE FOR BUSINESSES

From 1 December businesses that choose to use rapid antigen tests for surveillance testing will be able to directly source approved tests from the following authorised suppliers (all are nasal swabs):

- Roche Diagnostics NZ Ltd
- Abbott Rapid Diagnostics
- Pantonic Health (Australia) or Arrotex Pharmaceuticals (NZ) Limited
- EBOS Group Ltd.

Businesses need to pay for rapid antigen tests themselves.

From 15 December, if you don't want to buy tests directly from these authorised suppliers you'll be able to buy them from a local distributor. The Ministry of Health is currently working through the details of supply.

The Ministry of Health recommends that businesses trial different tests before committing to buying one in bulk as there are differences in processes.

About rapid antigen tests

Rapid antigen tests offer:

- a much faster turnaround than a laboratory PCR test (around 15 minutes compared to 2-5 days)

- an additional level of protection for a business's workers, contacts, and customers.

Rapid antigen tests are not:

- as accurate at detecting COVID-19 as nasal and saliva PCR tests (a positive RAT result must be confirmed with a PCR test)
- used for diagnosis of people with COVID-19 symptoms
- a replacement for existing nasal and saliva PCR tests
- mandatory for businesses
- acceptable for mandatory surveillance testing under the Required Testing Order (RTO)
- a replacement for vaccination.

VACCINATION ASSESSMENT TOOL

The vaccination assessment tool will be made through regulations under the COVID-19 Public Health Response Act 2020.

This tool will provide a clear, legal framework to help businesses make decisions about vaccinations in the workplace. It will be optional for businesses to use the tool. The tool will not override any risk assessments that have already been done.

The tool is likely to include the following four factors, though further testing and refinement will happen over the next few weeks.

- At least three of the higher-risk indicators for these factors will need to be met before it would be reasonable to require vaccination for particular work.

- It will be optional for businesses to use the tool. They will still be able to use other health and safety risk assessment processes. The tool will not override any risk assessments that have already been done. WorkSafe has provided guidance on how these decisions can be made.
- In the tool, the factor relating to

‘vulnerable people’ is defined as people who are:

- under the minimum age to be vaccinated;
- medically exempt from being vaccinated; or
- at higher risk of severe illness from COVID-19.

Factor	Lower risk	Higher risk
What type of environment does the worker work with?	100m2 indoor space or greater, or outside	Less than 100m2 indoor space
How close does the person work to other people?	At least 1 metre apart	Less than 1 metre apart
How long is the worker in proximity to other people?	15 minutes or less	More than 15 minutes
Does the worker provide services to people who are vulnerable to COVID-19?	No	Yes

BUSINESS TRAVEL DOCUMENTS FOR BUILDING AND CONSTRUCTION

Until 15 December 2021, travel restrictions under the alert level system are still in place and business and services should continue to follow all current Alert Level rules. Business travel documents are still required.

For more information about the requirements about business travel that is permitted see General information relating to COVID-19.

From 15 December 2021, people travelling out of Auckland to visit other parts of the country will need to be fully vaccinated, or have a negative test within 72 hours prior to their departure. A Business travel document will not be required.

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Our ceiling systems are a fast and simple way to create beautiful, comfortable spaces.

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Service penetrations and construction sequencing

September 2021

It is always recommended to resolve and specify fire stopping of service penetrations in the design office rather than on-site. Combine services as much as possible in 'services highways' or shafts which can themselves be fire rated, eliminating the need for many different and individual penetrations, and carefully consider construction sequencing.

Deciding when to line affects how proprietary penetration seals can be installed around building services. Construction sequencing is important to ensure that both GIB® fire rated systems and penetration seals perform as tested. So, should fire separations be constructed first or should they be erected around building services? Most fire resistance tests by penetration seal suppliers are conducted by constructing a fire rated system first, drilling neat holes through the plasterboard, before installing the services and penetration seals

as shown in Figure 1. However, in practice building services are often already in place when linings are installed. This results in the need to cut plasterboard around services which often means sheet joints and edges end up 'floating' as shown in Figure 2. This sequence of construction makes the installation of linings and tested penetration seals either very difficult or impossible as shown in Figure 3. Inevitable questions will arise relating to the performance of the fire-stopping and expensive rework may be required.

Figure 1



Figure 2



Figure 3



Service penetrations and construction sequencing *continued...*

BETTER CONSTRUCTION SEQUENCING

Coordination and planning are key to ensuring construction work is carried out in the most efficient way, and good communication between all relevant parties is essential to ensure fire separations and penetration seals are installed as tested. The ideal construction sequencing depends on whether services are in place before or

after construction of the fire separations. Consider and select service penetration seals at design stage rather than during construction, so that compliant penetration seals can be installed correctly at the right time.

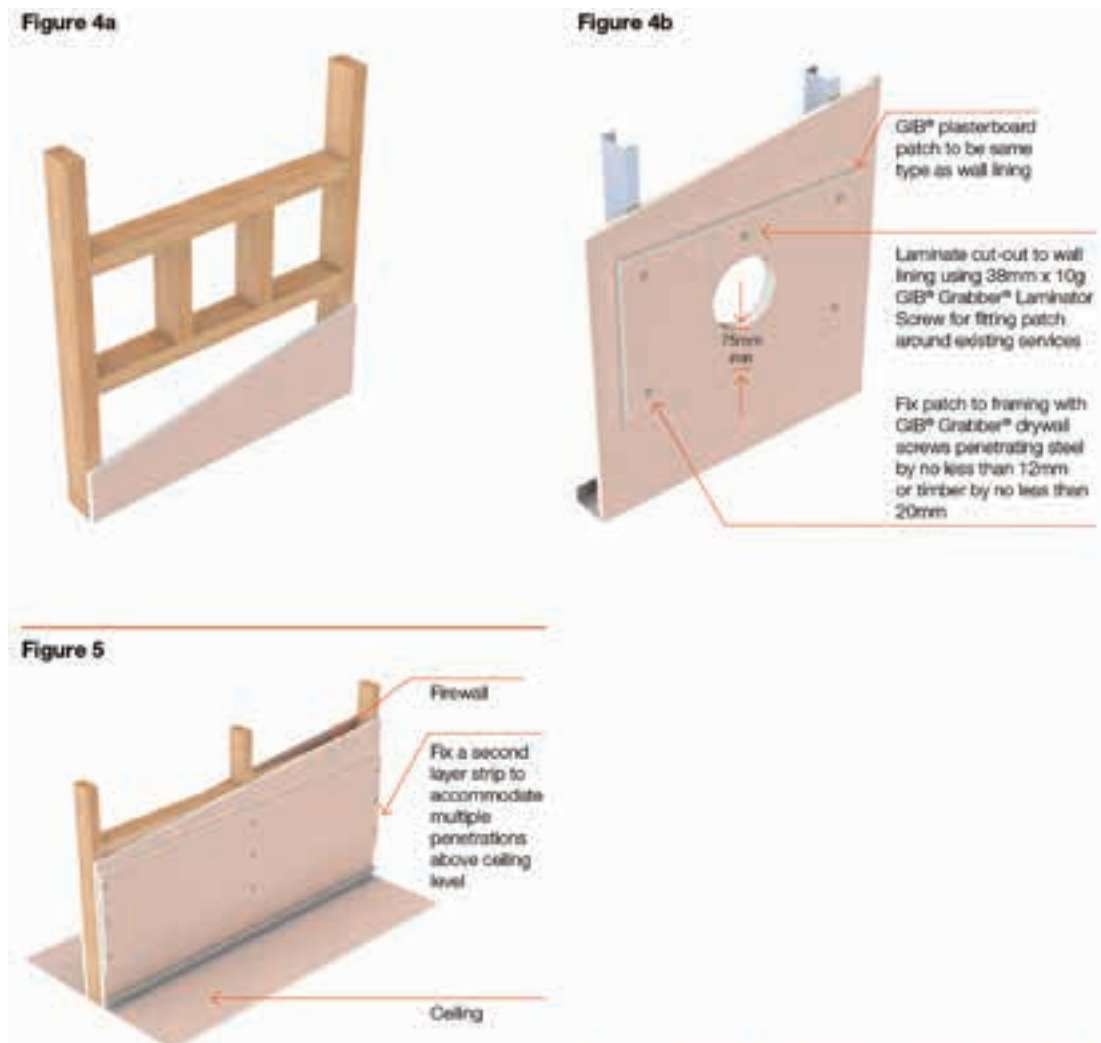
Services installed before fire separations

In commercial projects, building services are commonly installed before internal partitions. This means that fire separations need to be constructed around installed services. It is important

to separate services so that available and tested penetrations seals can be installed.

In other words, make sure cable trays, cable bundles, plastic pipes, metal pipes, etc. run with sufficient distance between them.

- Identify and separate service penetrations that can be fire-stopped individually or as a group
- Erect studs and nogs making sure lining joints can be formed over framing around service penetrations as shown in Figure 4a



- Ensure studs and nogs are positioned to provide support for the penetration seal product (e.g. a collar) and do not leave plasterboard unsupported for more than 75 mm
- Install plasterboard linings making sure penetration seal requirements are complied with
- Install the tested penetration seal and label accordingly

Fire separations installed before services

Given how penetration seals are commonly tested, this is a preferred but less common scenario.

However, with adequate planning, discrete sections of framing can be erected and lined before services are installed.

- Consult with the service contractor and identify where services will be running
- Create discrete framed and lined sections where multiple penetrations can be accommodated by installation of a full patch as shown in Figure 5
- Separate service penetrations that can be firestopped individually or as a group
- Consult with penetration seal suppliers and installers and prepare service openings ensuring required spacing requirements
- Run services, install the tested penetration seals and label accordingly

Services tested in heavier linings

Sometimes penetration seals are tested in linings heavier than the linings they will be installed in. For example, this could apply to pipe collars tested direct fixed to the plasterboard, or cable penetrations.

A simple solution is to locally increase the lining thickness by application of a patch as shown in Figure 4b. Where multiple penetrations need to be accommodated, and some require additional lining thickness, an additional full patch is often preferred as illustrated in Figure 5. Patches will also assist when linings need to be installed around existing services and local reinforcing is required. Note that patches must be supported by framing and must extend at least 75 mm beyond the service opening.

For any further information go to gib.co.nz or contact the GIB® Helpline on 0800 100 442.

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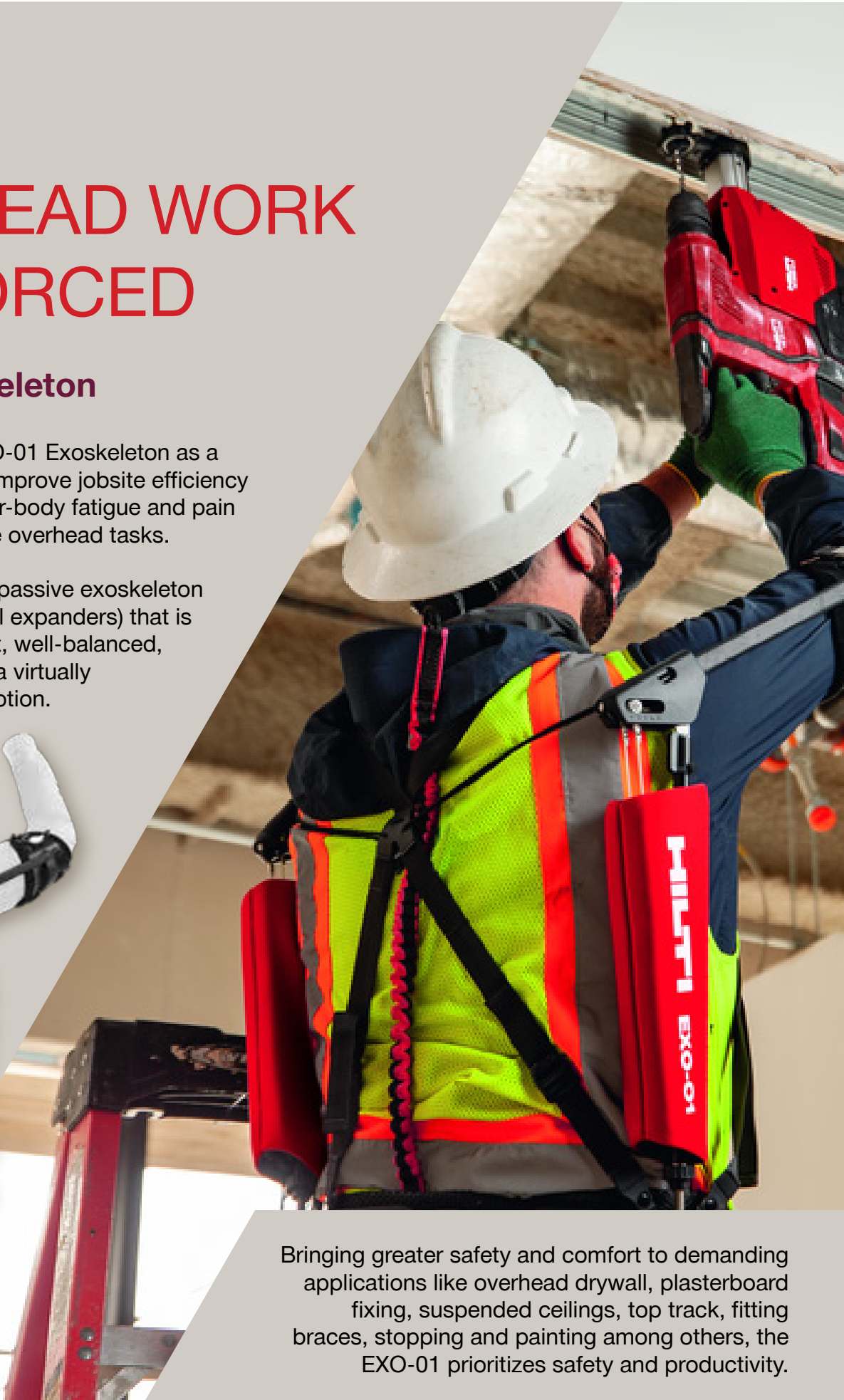


OVERHEAD WORK REINFORCED

EXO-01 Exoskeleton

Hilti now offers the EXO-01 Exoskeleton as a pioneering solution to improve jobsite efficiency and help alleviate upper-body fatigue and pain resulting from repetitive overhead tasks.

The EXO-01 leverages passive exoskeleton technology (mechanical expanders) that is intuitive, easy-to-adjust, well-balanced, lightweight, and offers a virtually unimpeded range of motion.



Bringing greater safety and comfort to demanding applications like overhead drywall, plasterboard fixing, suspended ceilings, top track, fitting braces, stopping and painting among others, the EXO-01 prioritizes safety and productivity.

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www.hilti.co.nz



Regional economies solid despite delta setback

by Brad Olsen Infometrics

Regional economies saw a sharp fall in activity as Delta hit, but strong fundamentals have enabled the New Zealand economy to maintain its momentum with strong exports, higher building activity, and more Kiwis in work. Infometrics' September 2021 Quarterly Economic Monitor shows economic activity dipped 3.7%pa in the quarter, according to provisional estimates, as Delta temporarily brought parts of the economy to a standstill again.

"The Delta lockdown resulted in a temporary setback to the economic recovery across the regions in the September 2021 quarter," says Infometrics Principal Economist and Director Brad Olsen. "However, economic momentum has returned as most of New Zealand has moved down Alert Levels, with people buying and backing local again."

Regional activity has been mixed, with a range of factors introducing even more variability in economic outcomes for local economies. "The Top of the South, the eastern North Island, and Northland all saw robust economic activity in the quarter despite heightened restrictions, with primary sector activity and higher employment trends bolstering outcomes.

Unsurprisingly, tourism hotspots and urban centres suffered a larger economic hit as travel remained restricted and working from home trends intensified further," says Mr Olsen.

Employment remains solid, with total filled jobs increasing by 3%pa in the September 2021 quarter, and wage inflation is also starting to pick up. "Labour costs increased 2.4%pa in September, as firms find it increasingly difficult to not only get new staff but hang on to the staff they currently have," says Mr Olsen. "Unemployment has fallen to a record-equalling low and job ad numbers are high. But even with beneficiary numbers trending downwards again, there's still a lot of work needed to get more New Zealanders into sustainable employment, with over 190,000 people still on Jobseeker Support."

Inflationary pressures continue to build, with labour market tightness and sustained demand for goods and services pushing up prices. International shipping costs are also 10 times higher than pre-pandemic levels, making it difficult to source the materials to keep the economy moving at its current pace. "Inflation increased to 4.9%pa in the September quarter, putting more of a squeeze

on household budgets. Inflationary pressures are intense, particularly in the provincial North Island, and we expect to see inflation remain higher for longer."

Housing affordability continues to worsen considerably, with prices up by 30%pa in the September quarter. "The housing market remains berserk, and demand in regional markets has been boosted by a greater focus on flexible working. Building consents have surged 25% higher over the last year to help combat the undersupply of housing. However, resolving the housing crisis and achieving any material improvement in affordability is still years away, in a blow to many young New Zealanders' aspirations."

"Looking forward, regional economies remain well positioned to recover well from the Delta lockdown, with more spending and activity set to be unlocked in 2022 as vaccination rates lift and government strategies evolve. However, falling consumer confidence and health system vulnerabilities mean some caution is needed about the economic outlook for regions in 2022. COVID-19 continues to fuel uncertainty, and summer spending could be a key indicator for how New Zealand might go in the new year."

Building a Resilient Business

BY STEVE ALESECH

Businesses can be complex machines! They involve many tangible and intangible levers all consciously or unconsciously designed to deliver a customer value proposition. Building a resilient business is all about conscious and deliberate action designed to simplify the complex.

The thoughts shared in this article are borne out of my experience. It predominantly covers more intangible human aspects of business required to build resilience and achieve breakthrough results.

Resilience is that thing that ensures you can survive and thrive through any headwind and optimise opportunity through any tailwind. It is what ensures you sleep soundly at night and provides an environment where everyone is on the same page.

There are four key areas to building a resilient business. A vision (map), a business plan (journey plan), a purpose (the reason for taking the journey) and culture (how we get things done).

- The vision and purpose set the scene, our “Why”.
- A business plan sets the objectives.

- Leadership sets the attitude and purpose.
- Culture sets the performance.

VISION AND PURPOSE

Your people need to understand what the company stands for, otherwise known as its purpose or the “Why”.

The “Why” is not a sales slogan but rather an emotional connection to the business. It describes, energises and engages employees, engenders pride and is a reason for them (and you), to get out of bed in the morning excited about coming to work.

Being able to communicate a clearly defined vision and purpose creates a shared understanding, shared ownership and a high level of engagement for people. Evidence shows that high employee engagement results in improved bottom-line results, more effective performance and low staff turnover. Leaders that can passionately and succinctly describe their “why” are seen as inspirational and motivational.

It is up to leadership to continuously communicate their vision with clear purpose and clarity.

BUSINESS PLAN

Without a plan, the business is rudderless, and the default position becomes the hope plan! There are, of course, many successful businesses that operate on the hope plan, the question is, how much more successful could they have been and what opportunities were missed? How sustainable are these businesses, how resilient are they and how stressful was the journey for the owner?

An effective plan will be,

- linked to strategy
- time-bound
- supported with the appropriate financial and people resource
- realistically attainable.

Having an ambitious plan is encouraged but if financial and people resources are too thinly spread, the objectives will not be achieved. The plan and the strategy should be your guiding principles for the uptake or decline of new opportunities.

Ultimately the goal is to stay aligned with what matters in terms of achieving planned outcomes and retaining people. A plan is only as good as the

process that is in place to manage it, it must be measured, reviewed and when off-track, action taken promptly. This is best achieved through a monthly review and action process such as an advisory board.

Once the strategy and the business plan are defined, it is up to leadership to continuously communicate this as key objectives along with the vision. While it is great to have a rudder and a captain to steer the ship, if the destination and reason for the journey are not shared with the crew, the team is highly likely to set off on its own agenda.

LEADERSHIP

Inspiring leaders are authentic and transparent. They continuously communicate vision, objectives and role model company values and behaviours. They operate with integrity, transparency, celebrate and acknowledge success and provide an opportunity for their people to thrive and grow.

An authentic leader does not place blame or focus on the past. They look to the future, use opportunities for growth and continuous learning, extend trust, seek and accept feedback from others. They also encourage independent decision-making through “freedom within a framework”. This type of leadership typically exists in a high employee engagement environment. Employees understand their role in the plan, can operate in confidence and trust and can hold others to account without

blame or personal agenda. They feel united, safe and act with a common purpose.

The behaviour you set as a leader is a standard you set for your staff.

Exceptional leaders recognise their capability gaps and hire or outsource areas that either upskill, add value or add diversity to thinking and decision-making. Aside from this, they have a planning mindset, they are curious and develop personal resilience based on sound management and care for their health and wellbeing as well as those around them.

PERFORMANCE CULTURE

A business culture provides the framework for the execution of the plan. The culture or performance needs to match the expected outcomes, if the performance is right then the outcomes will take care of themselves. Performance cultures hold people and teams to account for failure or breakdowns. They measure progress and performance regularly, provide timely and frank feedback, value diversity and have a collective responsibility for failure, risk and pushing boundaries. They leave egos at the door and have only one agenda which is performance orientation or breakthrough performance.

Among the various elements that make up culture, values are a critical component. They underpin behaviours,

attitudes and how we choose to manage relationships, conflicts, commitments and have conversations. In the absence of company values, individual employees’ values will override desired behaviours. The result can be toxic manifesting in conflict, agitation, hidden agendas and staff turnover. Values alignment should always be a consideration when recruiting employees.

CHECKLIST

Failure to deliver on projects and commitments still reigns as one of the biggest challenges for businesses. Nearly 80% of businesses (large and small) fail to deliver on their plans. How you measure and monitor performance will determine how successfully the business plan is executed.

The type of leadership, communication, values and culture in practice also play a large part. Company culture and leadership are the two most likely factors to influence retention of good people than any other single element.

A business that has great plans, a sound balance sheet, performance culture and inspiring leadership will be a resilient business. It is most likely to beat the competition; attract and retain great staff; ensure you sleep soundly and is more likely to survive external shocks such as COVID-19.

By Steve Alesch | Business Advisor
Advantage Business

Christmas Closedown Checklist

FACILITIES

Turn off all unnecessary lights, and consider putting lights on a timer

at night to suggest people are inside

Clean out the kitchen fridge and request all staff to do a general clean

Have the workplace sanitised

Empty all bins

Water all plants

Back up all computers and information

Turn off all unnecessary work equipment

Secure all valuable business assets (e.g. documents) in a safe

Shred all sensitive but unneeded business documents

Test fire alarms and replace batteries (if necessary)

Check fire doors are not blocked

Ensure fire equipment is in place and works

Shut and lock all windows

Check to see if all security systems are working

BUSINESS

Make sure your clients and suppliers know of the closure

Send out or pay any outstanding invoices

Inform your landlord (if applicable) about your planned closure

Organise for a cleaner or inform your cleaner of your shutdown dates

Set up an out-of-office email for the business and all staff, and change the voice message of any or all telephones

Reschedule or cancel any incoming or ongoing deliveries or services (e.g. regular supplier packages)

EMPLOYEES

Tell your employees that you plan to close down, and what the dates are (do this well in advance of your shutdown)*

Assign an employee (preferably a trusted or senior one) to close down the shop on the final day

If you require employees to take annual leave during closure, make sure you comply with the relevant award or agreement*



Summer holidays

The following is a list of public holidays that occur in Australia between the Christmas period and Australia Day.

Public Holiday	Date	Alternate Day*
Christmas Day	Saturday, 25 December	Monday, 27 December
Boxing Day	Sunday, 26 December	Tuesday, 28 December
New Year's Day	Saturday, 1 January	Monday, 3 January
Day after New Year's Day	Sunday, 2 January	Tuesday, 4 January
Waitangi Day	Sunday, 6 February	Monday, 7 February

Anniversary Days	2022
Auckland anniversary day	Monday, 31 January
Nelson anniversary day	Monday, 31 January
Wellington anniversary day	Monday, 24 January

*Make sure to check the state legislation regarding the designated public holidays in your state or the state in which your employee predominantly works.

Also, make sure you also check the applicable Modern Award, enterprise agreement or contracts of your employees with regards to regulations around public holiday penalty rates and temporary shutdown provisions.

The Modern Award, along with the Fair Work Act will set out circumstances where an employer can require or direct an employee to take a period of paid or unpaid annual leave during a shut down.





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Prenguin delivers its first automated PS1

If you've met James Dilger from Potters, you'll know he's an instantly likeable bloke. Clients love him not only because he's so nice, he also pulls out all the stops to make things happen. Recently he needed an urgent PS1 for his client and was wondering how he was going to deliver it.

As if by magic, as he scrolled through his emails, a subject line jumped out at him - PS1s within 24 hours! Potters had been part of the beta testing group for an engineering platform called Prenguin, and now a small number of people were being offered the chance to try it out.

James was aware Prenguin was in development. He had read a few articles online, and also knew a trial had been taking place. The opportunity to try it out and potentially save the day for his client was too good to be true. Wasting no time, he messaged Matt Bishop, Prenguin's creator and put his hand up for the challenge.

A WORLD FIRST

A phone call later and Matt was showing James how to load data into Prenguin to generate a PS1. While it was James' first experience with Prenguin, it was also the first time Matt had onboarded a user in real time. This was an exciting moment



for both. Prenguin's development had started a number of years earlier in the BVT development lab. After a year of user testing and refinements, Prenguin was ready to hit the market. James was the first person in the world to submit a PS1 to Prenguin, and to receive an authorised PS1 document in return!

THE EXPERIENCE OF USING PRENGUIN FOR THE FIRST TIME

"Genuinely painless" was James' description of the process. It took about 30 minutes for Matt to walk James through the steps. At the end James was able to download a document that held all the information you would find in a PS1. He could save, share and use this document for free. However, his client

needed a PS1. James clicked to engage an engineer to generate a PS1 and waited to see what happened. "Shortly after I clicked for a PS1 I was sent a brief with the cost. I accepted this at 6pm on Tuesday evening and the PS1 arrived in my inbox at 4pm on Wednesday. The PS1 had arrived in under 24 hours. Needless to say, both my client and I were very happy!" says James.

James explains that as a supplier, Potters request PS1s as a service to their clients. Using Prenguin did require slightly more information than they would normally give to an engineer, but it was easy to find the information needed. A quick call to the client provided the Importance Level of the building for example.

"I didn't expect to find a tool that would help me sell our products"

Prenguin delivers its first automated PS1

continued...

Prenguin provides the user with a preliminary design once they have input the data. It is more or less what the PS1 will be with confidence that the design is compliant, but is not yet a formalised document. “For me that is great. I’ll use that all the time” says James. He finds he gets asked a lot of questions he’s not qualified to answer. Customers want to know whether they need to back brace with a particular product or design, for example. James is excited to have Prenguin as a tool to help answer these questions. Knowing the answer is calculated by a series of engineering calculations based on the NZ Building Code provides full confidence when answering clients. Because it is free, he can use it as often as he likes. While James set out to use Prenguin to complete an urgent PS1, he was not expecting to find a sales tool as well. “I will be using that feature to help me sell our products,” he says.

SEISMIC CAN BE A DARK ART

James sees Prenguin being a friend to builders and contractors too. Seismic can be a dark art, he explains. It can be difficult to estimate the cost of seismic work accurately. This leads to many contractors having to include disclaimers for the cost of potential seismic work when they submit a tender for a project. By using Prenguin, the cost can be calculated quickly, and for free. It can also be easily adjusted as the project progresses. “I can see Prenguin giving a transparency to interior seismic engineering that hasn’t been there before,” he says.

SHARING THE LOVE

James has plans to use Prenguin regularly for his work. He has already demonstrated Prenguin to his boss, who is keen to start using it too. It’s designed to be simple to use, so a quick demonstration from a friend or colleague is all you need to get started.

Could Prenguin help you in your business? If you currently require PS1s for ceilings and partitions then the answer is probably yes!

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Commission opens market study into residential building supplies

The Commerce Commission has commenced a market study to look into any factors that may affect competition for the supply or acquisition of key building supplies used to build the major components of residential buildings.



The major components of residential buildings are, for the purposes of this study, the foundation, flooring, roof, walls (structural and non-structural, interior and exterior) and insulation.

The study commences following publication of **terms of reference** for this study by the Minister of Commerce and Consumer Affairs in the Gazette.

“Residential building is an important part of New Zealand’s building and construction industry, and vital to ensuring housing supply can meet demand,” says Commission Chair Anna Rawlings.

“Various reports on the industry have raised concerns at rising building costs,

and this study allows us to consider the industry’s approach to key building supplies and how effectively competition is working within the industry, and where it may be able to be improved.

“The broad terms of reference invite us to look up and down the supply chain and across product lines, at the industry structure and nature of competition for key building supplies, at pricing practices or acquisition requirements that may impact on competition, and anything that may be impeding new or innovative building supplies, such as ‘green’ building supplies or novel prefabricated products.”

“We will be inviting views on the areas of focus for this study, in terms of both the

‘key building supplies’ to focus on and the issues to explore,” says Ms Rawlings.

The Commission will engage with and send general information requests to a range of stakeholders shortly. It will release a preliminary issues paper in December and consult on that. It will undertake further information gathering and engagement with stakeholders commencing early next year. The Commission expects to release a draft report for consultation around July 2022 and its final report in December 2022.

A process paper and guidelines that describe the purpose of a market study and the Commission’s approach to market studies are available on this study’s dedicated [webpage](#).

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Commission opens market study into residential building supplies *continued...*

Residential building supplies market study mailing list

If you are interested in receiving future updates on this study, please subscribe to our [mailing list](#).

Background

This study, into residential building supplies, will be the Commission's third market study after completing a first market study, into retail fuels, in December 2019 and a second, currently ongoing, market study into the retail grocery sector.

The Minister of Commerce and Consumer Affairs may, by notice in the Gazette, require the Commission to carry out a market study if the Minister considers it in the public interest to do so. The Minister must publish terms of reference that specify the goods or services, or both, to which the study relates and describe the scope of the study.

The Minister of Commerce and Consumer Affairs **announced** on 22 November the initiation of a market study into "any factors that may affect competition for the supply or acquisition of key building supplies used to build the major

components of residential buildings" and a notice has been published in the Gazette formally requiring the Commission to carry out this study. The Commission has now opened this study.

What is a market study?

A market study, referred to as a 'competition study' in Part 3A of the Commerce Act, is a study into the factors affecting competition for particular goods or services, to find out how well competition is working and whether it could be improved.

By gathering and analysing information on an industry, we can identify whether there are features preventing competition from working well, as well as considering how things might be improved for the long-term benefit of New Zealand consumers.

Outcomes of our work may range from a 'clean bill of health' for the sector to recommendations for changes to enhance market performance. The Commission's recommendations are non-binding, but the Government must respond to any recommendations within a reasonable period.

Why is competition important?

When markets work well, businesses compete by providing consumers with products and services at prices and quality levels they hope will be more attractive than their rivals. In a competitive market, businesses are incentivised to innovate, and new competitors may be attracted to enter the market and expand within reasonable timeframes, putting pressure on incumbents.



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Construction Update

ECONOMY'S CAPACITY CONTINUES TO BE SEVERELY STRETCHED

Prolonged restrictions in the upper North Island due to the COVID-19 Delta outbreak have caused significant disruptions in the economy over the last three months. Nevertheless, demand conditions remain strong and capacity continues to be stretched. The unemployment rate has plunged to a 14-year low of 3.4%, and labour cost pressures are set to become more acute during 2022. These pressures come on top of a raft of other cost increases, including for energy, shipping, and a wide range of goods and services hit by supply shortages and disruptions. With inflation set to peak at over 5%pa, the Reserve Bank has started lifting the official cash rate (OCR). Further increases throughout the next year will take the OCR to at least 1.75% and mortgage rates to about 4%. The government has also responded to the intense labour market pressures by creating the 2021 Resident Visa, which will enable up to 165,000 foreign workers to



stay in New Zealand. Further changes to border restrictions and managed isolation and quarantine requirements are likely during 2022, which will see population growth start to pick up from its current nine-year low.

INTENSE RESIDENTIAL DEMAND TO CONTINUE THROUGH UNTIL 2023

With house price inflation still running at 30%pa, residential consent numbers have continued to climb, reaching 47,331 in the year to September. These demand

pressures, combined with the inflationary factors mentioned above, have driven residential building cost inflation up to 12%pa. The increases have been largest in the provincial North Island (excluding Auckland and Wellington), where costs have risen 15% from a year ago. There are widespread reports of difficulty finding workers, shortages of some materials such as rebar and timber, and an increasing lag between a building's consent, commencement, and completion. These issues indicate a risk that residential activity struggles to meet demand over the next 18 months, and that the pipeline of work waiting to get done is pushed out further into 2023 and 2024.

Growth in non-residential consents has softened over the last three months, although education and hospital consents remain strong. The latest lockdown has reinforced changes in people's working and shopping habits and highlighted concerns about oversupplies of retail and office space. However, public sector projects are providing a solid base of nonresidential work, with a 10% rebound in activity

	Latest	Dec 2022	Dec 2023
Gross domestic product⁽¹⁾	5.1%	3.6%	1.9%
Residential consents⁽¹⁾	25.4%	-3.8%	-12.3%
Non-residential consents⁽¹⁾	10.3%	8.8%	-7.6%
House prices⁽²⁾	30.1%	2.4%	3.5%
Unemployment rate⁽³⁾	3.4%	3.7%	4.0%
Net migration⁽⁴⁾	798	32,022	45,519

(1) Year-end % change (2) Three-month annual % change
 (3) Quarterly level, seasonally adjusted (4) Annual total
 Data source: Statistics NZ, Infometrics forecasts

expected in 2022/23 as the effect of lockdown drops out of the numbers.

INTENSIFICATION CHANGING THE FACE OF RESIDENTIAL CONSTRUCTION

The government's proposed new Medium Density Residential Standards are arguably the most significant announcement for the housing market and residential construction in living memory. The new standards will allow densification in Auckland, Hamilton, Tauranga, Greater Wellington, and Christchurch of up to three units and three storeys across virtually all residential sites. Other urban centres will also be able to apply to come under the new standards. The change will come in addition to the soon-to-be-implemented National Policy Statement on Urban Development, which allows for minimum building heights around walkable catchments to transport links.

Our graph shows that attached dwellings have increased their share of new dwellings from 28% to 46% since mid-2016.

The nationwide total of townhouse consents has risen considerably, lifting from 4,093pa in September 2016 to 15,125 in the latest 12 months. Auckland has contributed two thirds of this increase, with the city's Unitary Plan, adopted in late 2016, enabling more intensive residential development. Housing affordability issues have also underpinned an increase in demand for townhouses and terraced housing. High land prices have effectively driven buyers towards smaller amounts of land per dwelling, both in Auckland and other urban centres. PricewaterhouseCoopers and Sense Partners have estimated the effects of the two policies on total dwelling and household numbers over the next 10-20 years. The Medium Density Residential

Standards could add almost 75,000 dwellings to the stock over the next eight years, with the National Policy Statement contributing nearly 72,000 more dwellings by 2043.

Making some assumptions about how long it takes these policies to have a material effect on consenting outcomes, we estimate that they could add up to 16,400 consents to the annual total by 2026.

Our pre-existing forecasts are for residential activity to have retreated from its expected peak of over 50,000 consents in 2022 to about 35,000 consents per annum by mid-2026, so the above estimates do not imply that consent numbers will rise even further, to over 60,000pa. However, they do indicate that the pipeline of residential work could be sustained at a higher level for longer, as the government's proposed changes take effect. At this stage, capacity issues look likely to be most critical over the medium term in Hamilton and Greater Wellington.

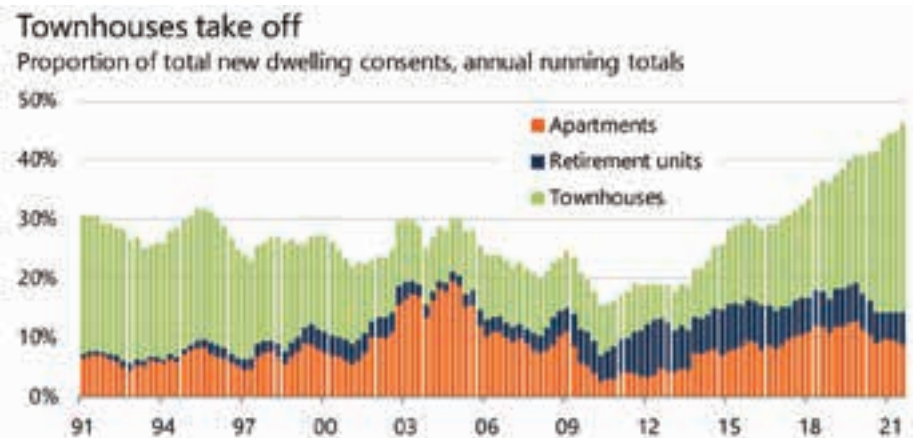
The regulatory changes also suggest that attached dwellings, as a proportion of total new consents, could rise further from their current highs. By 2026, attached dwellings' share of residential construction could increase from about 60% to 80% in Auckland, Hamilton, Greater Wellington, and Christchurch, and from about 30% to over 60% in Tauranga.

This shift hints at possible changes in the mix of skills required for residential

construction over the medium term. Firstly, some of the increased activity will be more akin to non-residential construction than traditional residential construction, particularly for higher-rise projects facilitated by the National Policy Statement on Urban Development. We expect to see a greater proportion of work being done by people crossing over from a commercial construction skills background.

Secondly, an increase in attached housing also points towards greater standardisation of new dwellings. This shift should lead to a greater opportunity for prefabrication and modular building to occur, meaning that an increased proportion of "construction" activity could actually take place on the factory floor. More prefabrication is likely to reduce the labour intensity of residential construction and change the mix of skills that is needed across both the factory and building site.

Even with less restrictive land supply and increased densification improving the availability of housing over the next 20 years, the housing affordability crisis looks unlikely to be resolved. Using house price projections from PwC and Sense Partners incorporating the policy changes, we estimate that house-price-to-income ratios across the main centres will still be at least 25% worse in 2043 than they were in 2005. The new policies might barely be enough to keep affordability near its current levels in Hamilton, Tauranga, and Christchurch.



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BCITO joined the Te Pūkenga whānau on 4 October 2021



Bringing together on-job, on-campus and online learning

The mahi BCITO does to arrange, support, and assess work-based training (apprenticeships, traineeships, and micro-credentials) has been transferred to Te Pūkenga Work Based Learning Limited (WBL), a subsidiary of Te Pūkenga.

Toby Beaglehole (former BCITO Chief Executive) has been appointed to the role of Chief Executive at WBL and BCITO is now a separately branded business division within that subsidiary, led by Director Jason Hungerford. Jason joined BCITO in 2020 as CFO and has been instrumental in the transition, contractual negotiations, and BCITO's excellent financial performance. A forward-focused leader, Jason will be responsible for championing the needs of Building and Construction learners and employers in Te Pūkenga WBL.

What this means for employers and learners

It's important to remember that BCITO services and qualifications are not

changing with this transition. Support for employers and learners will continue with the same BCITO people who you work with now, simply working in the WBL subsidiary of Te Pūkenga.

The other part of BCITO's transition, which also occurred on 4 October, is that BCITO's qualification standards-setting functions have been transferred to a new entity, called **Waihanga Ara Rau** Construction and Infrastructure Workforce Development Council.

If I am doing an apprenticeship or other on-the-job learning is my BCITO qualification still valid?

Yes. There is no change to your qualification or your current learning programme.

Do employers and learners still have the same training advisor?

You will connect with BCITO in Te Pūkenga WBL in the same way, your training advisor will not change, and BCITO will continue to support learners and employers to the same high standard they always have. BCITO is

committed to making the transition as seamless as possible for everyone.

Why are qualifications and standard setting moving to WDCs?

The change to WDCs means industry will have more influence on what and how training is delivered to their future workforce. This will be achieved by giving industry, through WDCs, greater ability to:

- influence government investment via TEC
- set standards across providers delivering training
- play a skills leadership role in their relevant industries.

How will the changes consider Māori aspirations?

A key priority of vocational reform is to better recognise the needs of Māori communities and acknowledge that Māori are significant employers with their own social and economic goals.

The changes will prioritise learners who weren't well served by the previous system, including Māori.

BCITO joined the Te Pūkenga whānau on 4 October 2021 *continued...*

A group has been set up to ensure the changes reflect the Government's commitment to the partnership between Māori and the Crown – Te Taumata Aronui. This group will give Māori community and employer views on tertiary education, including vocational education and training.

What is Te Pūkenga?

Te Pūkenga (New Zealand Institute of Skills and Technology) is a new, national, tertiary education provider which delivers classroom, online, and on-the-job learning.

The creation of Te Pūkenga is the response to the Government's 2019 announcement that there would be critical changes to the vocational education system, including on-the-job training. These changes are known as the Reform of Vocational Education (RoVE).

Te Pūkenga is a merger of the 16 Institutes of Technology and Polytechnics (ITPs) and the 11 transitional industry training organisations (TITOs). Initially, the ITOs are moving into the WBL Subsidiary (or to another provider), whereas the ITPs for now, are separate subsidiaries. There'll be a further integration after 31 December 2022 for ITOs and ITPs.

Where do I find out more about Te Pūkenga?

Go to tepukenga.ac.nz or email us at rove@bcito.org.nz.

What is a Workforce Development Council?

Six new entities have been created called Workforce Development Councils (WDCs) to keep doing the mahi required to develop qualifications, set standards, and advise the Tertiary Education Commission (TEC) on investment in vocational education.

It's important to remember that BCITO services and qualifications are not changing with this transition. Support for employers and learners will continue with the same BCITO people who you work with now, simply working in the WBL subsidiary of Te Pūkenga.

All BCITO qualifications and standards were transferred to Waihangā Ara

Rau - Construction and Infrastructure Workforce Development Council on 4 October 2021.

These are evolving times for BCITO, and the team are proud to be one of the first transitional ITOs to join the Te Pūkenga WBL whānau.

A journey to reshape and grow vocational education in Aotearoa, New Zealand has commenced. This coming together of work-based, online and classroom learning will deliver the best possible outcomes for employers and learners.

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