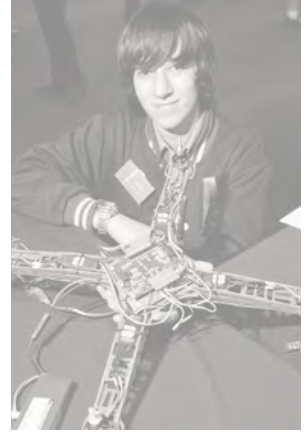
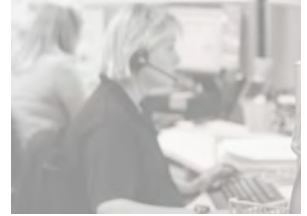
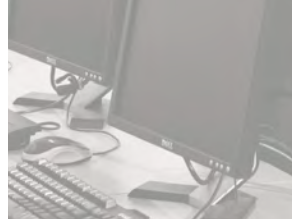
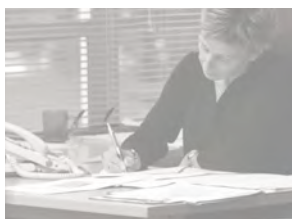
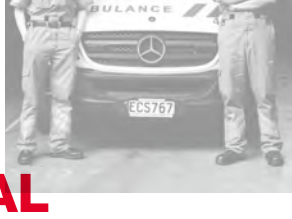




LOOKING BACK, MOVING FORWARD



**ETITO
ANNUAL
REPORT
2011**





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ETITO A YEAR IN REVIEW 2011

ETITO is the Industry Training Organisation [ITO] for the ambulance, contact centre, electrotechnology, financial services, offender management, real estate, security and telecommunications industries.

Industry skill development and workplace learning are organised by ITOs. ITOs are established by industry, recognised by Government, and funded by both.

Successful industry training relies on collaboration between ITOs and many other organisations, including employers, employees, training providers, industry associations, trade unions and government agencies.

Specifically, ETITO is mandated by industry training legislation to:

1. PROVIDE SKILLS LEADERSHIP:

This involves lifting the effectiveness of the tertiary system as a whole to respond to skill and training needs. We collaborate with others to identify strategic trends influencing current and future skills needs, develop strategic training plans to assist industry to meet those needs, and promote to employers and employees training that will meet those needs.

2. SET NATIONAL STANDARDS:

This is about setting skill standards and designing national qualifications for the industries we serve.

3. MANAGE TRAINING SYSTEMS:

This includes making arrangements for monitoring training and assessment to ensure it enables trainees to attain the qualification in which they are enrolled.

YOUR ACHIEVEMENT

This review highlights some of the ways in which ETITO partnered with each of our industries in 2011 to deliver world-class training systems that continue to build the human capability of New Zealanders and New Zealand firms.

The stories that follow illustrate ETITO's approach to delivering on all of our statutory obligations, tailoring our services to best respond to the needs and priorities of our diverse constituency of stakeholders, and exploring new and innovative approaches to industry training.

The stories have been selected to showcase the achievements of individuals and firms, and to provide

examples of the work that goes on 'behind the scenes' to operate the national training systems for our eight industry communities.

We thank those who took the time to share their experiences with us. We congratulate and commend all of you who have recognised the value of national qualifications training and are working with us to reap the rewards. We know the benefits are not only being shared by individuals and the firms and organisations in which you work but by industry and New Zealand as a whole.

2011'S FOCUS WAS TO DELIVER BETTER VALUE FOR GOVERNMENT AND INDUSTRY INVESTMENT

2011 was another significant year for ETITO. Despite a lacklustre economy, depressed demand for industry training services and the welcome focus on the industry training sector to improve its value for money, I am pleased to report that ETITO performed well and entered 2012 in a strong and sustainable position, well placed to meet future challenges.

WE'VE FOCUSED ON PERFORMANCE

The Tertiary Education Commission's new operational policy framework was released toward the end of 2010 and coincided with our own renewed determination to improve performance beyond that of government's expectations. It is in this context that ETITO's focus over the past year was to lift rates of trainee achievement and deliver better value for government and industry investment in the training system.

To this end, we invested significantly in working with the Commission to refine and test operational policy, and our field staff worked tirelessly with firms to identify and resolve barriers to credit achievement and qualification completion. This work wasn't without its challenges, and

in some cases required difficult conversations with firms and trainees about the importance of delivering on performance commitments. However, we firmly believe that training linked to national qualifications delivers higher productivity for the firms that work with us, and equips learners with transferable skills that benefit them, their employer and the wider economy. In addition, if firms are investing and accessing government funding along the way, ETITO needs to continue to do all it can to ensure that trainees achieve timely qualification outcomes that represent value for money for employers and the Crown.

WE'RE COMMITTED TO A COHESIVE VOCATIONAL EDUCATION AND TRAINING SYSTEM

In the period under review, government clearly signalled its desire to see a sensible rationalisation of the industry training sector that will deliver seamless services to firms to realise benefits from scale economies and improved system capabilities.

ETITO agrees with the objectives of the industry training reform agenda. Notwithstanding, it believes

that high quality industry training of the future will be delivered by a vocational education and training [VET] system that recognises the unique contributions of ITOs, polytechnics, private training establishments and employers, and delivers end-to-end solutions for learners and firms.

In part, it reached this conclusion through its work in Christchurch in the wake of the Canterbury earthquakes, where it became clear that no part of the VET system – on its own – was able to deliver the right number of suitably qualified people in the right places at the right times. In responding to that, ETITO invested in working with polytechnics and other VET providers in an attempt to realise the improved benefits to firms from a whole-of-VET system approach.

It is also in this context that ETITO and its industries contributed to the Ministry of Education's review of industry training. ETITO's submission outlined many of the challenges facing the tertiary training sector and identified the ways by which ITOs were and are uniquely suited – in partnership with other VET providers – to meet them. While the Ministry's review has yet to conclude, initial feedback indicates that respondents think that the system is not fundamentally



BRIAN NOWELL

broken, although questions have been raised about the degree to which service quality varies among ITOs.

In September 2011, ETITO amalgamated with REAL, the ITO for the real estate industry. The amalgamation was accomplished seamlessly, consolidating existing office space and overhead costs without undue disruption to the operations of either entity.

ETITO believes that further rationalisation is inevitable and is prepared to consider opportunities as they present. Any future amalgamations or assumptions of industry coverage are however dependent on ETITO's ability to maintain its solid operational performance in existing portfolio industries. To this end, it has committed to engaging with its association members and industry stakeholders as it considers amalgamation prospects into the future.

WE'RE POSITIONED WELL FOR THE FUTURE

ETITO continues to grow from strength to strength. The diverse portfolio of industries, its sustainable financial position and its prudent fiscal management have insulated the

organisation from rapidly changing operational and funding policy and the downturn in industry training resulting from the recession. The investments made during 2011 in strategy, infrastructure and capability are already delivering benefits. In addition, its partnerships with industries are in good health and it continues to invest in embedding ETITO in the fabric of those industries. The result is an organisation well positioned to confront the challenges that a volatile environment will continue to present.

It is in this context that I offer my thanks to Garry and his team for a job well done in 2011. I look forward to the future with them and my fellow directors, whose contributions continue to be of a very high calibre.

OUR INDUSTRY PARTNERSHIPS ARE KEY TO SUCCESS

2012 is an important year. ETITO's licence to operate as an industry training organisation expires and must be renewed. The policy environment in which it operates remains uncertain, and demand for training is still depressed in a number of industries.

It is in this context that ETITO's engagement with – and support from –

its industries is crucial. Our commitment remains to engage actively, to listen carefully, to respond effectively and deliver efficiently. My vision, and that of the Board, is for an ever closer and collaborative effort between ETITO and its industries throughout 2012 and beyond. It is a vision that we invite you to share with us.

ETITO ENTERS 2012 KEENLY FOCUSED ON DELIVERING QUALITY VOCATIONAL EDUCATION

My first calendar year with ETITO has been one of significant learning and organisational change. In addition to developing a comprehensive understanding of the organisation and meeting the people across New Zealand with whom we work, I've also had the opportunity to lead ETITO through what has arguably been its most challenging year.

I am pleased to report that after systems and infrastructure investment, new strategy development and an explicit focus on performance, ETITO enters 2012 keenly focused on delivering quality vocational education and training outcomes for its industries, better equipped than ever before.

WE HAVE A NEW STRATEGY...

In 2011, ETITO undertook a significant revision of its organisational strategy that resulted in a new set of priorities. These strategies were supported by a range of organisational initiatives and focused on:

Improving trainee results.

Lifting the ability of firms to gain and use skills.

Providing industry leadership.

Delivering operational excellence.

Pursuing the targeted acquisition of additional industry coverage in support of the government's desire to achieve sensible rationalisation in the industry training sector.

... AND WE'RE MAKING GOOD PROGRESS DELIVERING IT

Improving Trainee Results

During 2011 much effort was dedicated to working with firms to improve the proportion of trainees that achieved national qualifications. To enable this, field staff was increased in the electrotechnology and telecommunications industries by over 40%. Conversations with employers and trainees were focused on performance, and employers were held accountable for the commitments that they had made under the terms of the 'Registered Training Workplace' [RTW] and Training Agreement contracts. In addition, improved monitoring capabilities identified and enabled focused targeted interventions for at-risk trainees.

Lifting the Ability of Firms to Gain and Use Skills

In 2011, ETITO launched the Skills Plus programme, a range of generic business-focused training packages that builds upon the existing knowledge and experience of employees by improving their business administration, first-line management and customer services skills. ETITO introduced new approaches to workplace assessment that deploys technology solutions to improve its efficiency. It migrated the 'Registered Training Workplace' [RTW] model into the electrotechnology and telecommunications industries for larger firms, giving those employers greater flexibility to arrange and purchase training and assessment. It also commenced a comprehensive market research programme in six of the ITO's industries that will investigate ways in which it might further tailor services to address the human capability challenges of firms.

Providing Industry Leadership

2011 saw ETITO express its industry leadership role in a number of ways. It invested heavily alongside other trades-based ITOs to develop a skills strategy for Christchurch in the wake of the Canterbury earthquakes. It committed



GARRY FISSENDEN

to working with the Tertiary Education Commission to assist the refinement and implementation of new operational policy using ETITO data as a test bed. It commenced the leadership of sector qualification reviews in the offender management, telecommunications and electrotechnology industries. In addition, it concluded the leadership of the Financial Advisers Act project, which successfully delivered a new training and assessment system for financial intermediaries as part of the government's commitment to restoring confidence in capital markets. The learning gained from this work stands ETITO in excellent stead for future work that may be done in a number of ETITO's other regulated industries.

Delivering Operational Excellence

During the year in review, ETITO undertook a range of projects to deliver improved operational performance leading to better service for firms. Underpinning this was the implementation of a new information system and customer relationship management database. ETITO's field staff and customer service administrators now have improved and more immediate access to information about trainee performance

that assists their work with firms. This crucial information enables monitoring and – where necessary – targeted intervention to ensure efficient and timely qualification completion. This is important for the progression of our trainees, the realisation of benefits for the firms that employ them, and for ETITO in what is an increasingly performance-focused funding environment.

Pursuing Targeted Acquisitions

ETITO agrees with the government's desire to see a sensible rationalisation of the industry training sector leading to improved service delivery to firms. In 2011, this agenda was advanced through the amalgamation with the real estate ITO. In the time since the assumption of coverage for real estate in September 2011, ETITO has partnered with the Real Estate Agents Authority to develop curriculum to support continuing professional development for more than 10,000 licensed salespeople. The number of New Zealanders engaged in national qualifications training in the sector has also tripled.

OUR INDUSTRY PARTNERSHIPS ARE KEY TO SUCCESS...

ETITO is an organisation committed to the 'craft of being an excellent ITO', and it relies greatly on the technical advice and industry input that it receives. As I conclude my reflections on 2011, I want to acknowledge the voluntary contributions of time and expertise that ETITO received through client feedback, forum participation, and advisory group activity during the year. Together we can work to do and be better, and we can continue to deliver on the promise of more skilled and capable workers to fuel the sustainability and growth of our industries.

TRAINEE VOLUMES

AMBULANCE

2007	2008	2009	2010	2011
2,613	2,257	2,386	1,024	933

A TOTAL OF

12,624

TRAINEES WERE
REGISTERED WITH
ETITO IN 2011

CONTACT CENTRE

2007	2008	2009	2010	2011
2,005	1,787	1,728	1,641	1,306

ELECTROTECHNOLOGY

2007	2008	2009	2010	2011
4,640	4,657	4,225	4,089	4,058

FINANCIAL SERVICES

2007	2008	2009	2010	2011
1	1	21	379	479

OFFENDER MANAGEMENT

2007	2008	2009	2010	2011
2,260	2,712	2,719	2,433	1,954

REAL ESTATE

2007	2008	2009	2010	2011
-	-	-	-	456*

SECURITY

2007	2008	2009	2010	2011
759	1,683	2,665	3,305	3,342

TELECOMMUNICATIONS

2007	2008	2009	2010	2011
54	145	178	105	96

TOTAL

2007	2008	2009	2010	2011
12,332	13,242	13,922	12,976	12,624

EMPLOYER VOLUMES

AMBULANCE

2007	2008	2009	2010	2011
26	21	20	12	10

CONTACT CENTRE

2007	2008	2009	2010	2011
180	168	174	176	159

ELECTROTECHNOLOGY

2007	2008	2009	2010	2011
1,536	1,542	1,473	1,466	1,455

FINANCIAL SERVICES

2007	2008	2009	2010	2011
1	1	9	11	13

OFFENDER MANAGEMENT

2007	2008	2009	2010	2011
15	14	10	8	2

A TOTAL OF

1,976

EMPLOYERS HAD
ACTIVE TRAINEES
REGISTERED BY
YEAR END

REAL ESTATE

2007	2008	2009	2010	2011
-	-	-	-	159*

SECURITY

2007	2008	2009	2010	2011
106	121	132	146	147

TELECOMMUNICATIONS

2007	2008	2009	2010	2011
33	48	48	32	31

TOTAL

2007	2008	2009	2010	2011
1,897	1,915	1,866	1,851	1,976

CREDIT COMPLETIONS

AMBULANCE				
2007	2008	2009	2010	2011
24,640	10,995	16,066	27,911	28,000
CONTACT CENTRE				
2007	2008	2009	2010	2011
34,228	30,644	31,645	27,209	21,408
ELECTROTECHNOLOGY				
2007	2008	2009	2010	2011
199,784	187,582	164,130	151,449	145,394
FINANCIAL SERVICES				
2007	2008	2009	2010	2011
0	0	8	1,564	10,819
OFFENDER MANAGEMENT				
2007	2008	2009	2010	2011
23,791	24,518	30,169	27,687	31,150

IN 2011,
ETITO CREDIT
COMPLETIONS
ACROSS
THE SEVEN
INDUSTRIES
TOPPED

316,311

REAL ESTATE				
2007	2008	2009	2010	2011
-	-	-	-	5,150*
SECURITY				
2007	2008	2009	2010	2011
14,336	31,011	72,906	79,837	72,657
TELECOMMUNICATIONS				
2007	2008	2009	2010	2011
357	1,361	2,578	2,931	1,733
TOTAL				
2007	2008	2009	2010	2011
297,136	286,111	317,502	318,588	316,311

QUALIFICATION COMPLETIONS

AMBULANCE				
2007	2008	2009	2010	2011
128	143	122	197	225
CONTACT CENTRE				
2007	2008	2009	2010	2011
484	509	483	471	308
ELECTROTECHNOLOGY				
2007	2008	2009	2010	2011
2,336	2,375	1,884	1,910	1,273
FINANCIAL SERVICES				
2007	2008	2009	2010	2011
0	0	0	0	214

IN 2011,

3,446

QUALIFICATIONS
WERE COMPLETED
WITH ETITO

OFFENDER MANAGEMENT				
2007	2008	2009	2010	2011
78	212	342	198	408
REAL ESTATE				
2007	2008	2009	2010	2011
-	-	-	0	72*
SECURITY				
2007	2008	2009	2010	2011
94	348	678	1,208	906
TELECOMMUNICATIONS				
2007	2008	2009	2010	2011
5	7	21	29	40
TOTAL				
2007	2008	2009	2010	2011
3,125	3,594	3,530	4,013	3,446

This data is based on firms and trainees/apprentices/learners engaged in national qualifications training arrangements with ETITO.

* These figures are as of September 2011 when REAL ITO joined ETITO.

**“WE’RE CUSTOMER
OBSESSED, SERIOUS
ABOUT UPLIFTING
OUR EMPLOYEES’
PERFORMANCE
AND COMMITTED
TO SECURING THAT
COMPETITIVE EDGE.”**

Vodafone has long been recognised as a leader in the world of telecommunications – and now this forward-thinking organisation is helping lead the way when it comes to training to the national standard. In early 2011 Vodafone and ETITO began working together with a focus on empowering Vodafone employees by recognising their skills and helping them achieve the National Certificate in Telecommunications [Level 3].

As a self-confessed ‘customer obsessed’ organisation Vodafone was quick to identify how training to the national standard would provide a real competitive advantage. “Developing better qualified, more competent employees is the key to ensuring better customer service, and

ultimately that creates the competitive edge,” says Anton Pienaar, Vodafone Learning and Capability Development Manager for Specialist Functions.

Anton adds that there were other reasons behind Vodafone’s decision to pursue national qualifications training – reasons that centre on rewarding and developing their people. “We thrive on providing the opportunity for our people to grow. Many of our employees have been in the industry for years but have never had the chance to gain a qualification. Now we’re presenting them with the opportunity to gain a formal, portable qualification that they’ll have for life.”

With a well-established internal training system in place there was no need to re-invent the wheel. Vodafone

worked closely with ETITO to tailor the training and assessment and ensure Vodafone’s existing training system effectively covered all necessary unit standard outcomes. In the space of just a few months, the required performance outcomes became well embedded within the organisation’s existing training and certification programme and accredited assessors were beginning to undertake the assessment process.

Having seamlessly integrated national qualifications training into the organisation and clearly identified the correlation between solid training and sound customer service, training to the national standard has been embraced as the way forward right across the organisation. In addition to the 19 employees working

96

TELECOMMUNICATIONS
APPRENTICES WERE
REGISTERED WITH ETITO

EMPLOYER VOLUMES

THIRTY ONE

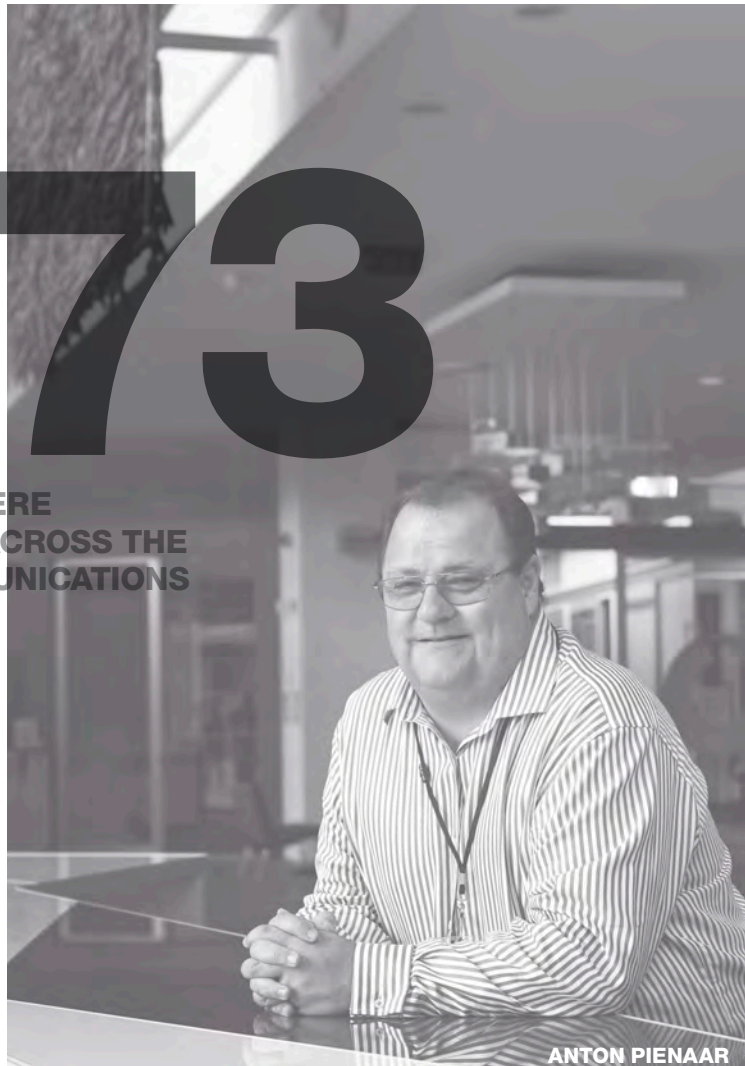
EMPLOYERS HAD
ACTIVE TRAINEES
REGISTERED IN 2011

ETITO CREDIT
COMPLETIONS

1,773

CREDITS WERE
ACHIEVED ACROSS THE
TELECOMMUNICATIONS
INDUSTRY

towards the National Certificate in Telecommunications [Level 3] and preparing to continue on and achieve the Level 4 qualification, there are 21 employees embarking on the National Certificate in Business [First Line Management] [Level 4] and a number of staff working towards contact centre specific national qualifications that are also offered by ETITO.



ANTON PIENAAR



40

TELECOMMUNICATION
QUALIFICATIONS WERE
COMPLETED WITH ETITO

**“A BETTER
INSIGHT INTO THE
IMPORTANT WORK
OUR PARAMEDICS
DO MEANS I CAN DO
MY JOB MUCH MORE
EFFECTIVELY.”**

With thousands of call outs each year the country has a need for thousands of ambulance officers. Charged with caring for and saving the lives of individuals across the nation, these medical professionals must be uniquely compassionate, empathetic and trained to a specific standard. That is where the National Diploma in Ambulance Practice [Level 5] comes in.

In 2011 there were 201 individuals who gained the National Diploma in Ambulance Practice [Level 5]. Hayley Cameron was one of these individuals, but she's a little different to most. Hayley is not a paramedic. She is a Data Analyst with Wellington Free Ambulance. Every day Hayley works in her office dealing with stack-loads of clinical data, analysing patient report forms, looking at the various diagnoses made and the action taken. When her manager suggested that she may be able to gain a greater understanding of her work environment if she trained towards the National

Diploma she leapt at the chance.

While Hayley approached the opportunity to gain this qualification with enthusiasm, she says that initially it took her paramedic colleagues some time to understand why she was doing it. “Once I explained how gaining the National Diploma would help me better understand what they do and therefore do my job more effectively, they were very supportive.”

Gaining the qualification involves approximately 300 hours of online and classroom learning. This includes a clinical placement where students are mentored in actual operational ambulances.

Having previously worked in the Wellington Free Ambulance's training department Hayley knew all about what was required. She managed her regular workload around the intensive training provided during the block courses and was then able to continue with self-directed learning during her everyday work in data analysis.

“Gaining this national qualification has meant I have been able to add more depth to my role. Now it is not simply sets of data that I am dealing with – when I look at the reports I understand what it is the patients are treated for and why.” Not only does this help her be more insightful, it helps Hayley more effectively analyse and organise the information she works with.

According to Hayley the support she received from her employer and manager throughout the training was invaluable. She feels privileged to work for an employer that knows the value of national training and recognises the importance of all of New Zealand's paramedics training to a standardised level.

Wellington Free Ambulance provides ambulance services throughout the Wellington and Wairarapa regions. St John New Zealand and a district health board also provide New Zealanders with ambulance services.

TRAINEE VOLUMES

933

TRAINEES WERE
REGISTERED OR
TRAINING WITH ETITO



ETITO CREDIT COMPLETIONS

28,000

CREDITS ACHIEVED



225

AMBULANCE QUALIFICATIONS
COMPLETED THROUGH ETITO

“YOUR CONFIDENCE AND CONTRIBUTION TO THE COMPANY WILL GROW AND THE EXPERIENCE WILL GET YOU MOTIVATED FOR MORE.”

In 2011, 318 Public Prison Services corrections officers gained either the National Certificate in Offender Management [Level 3] or the National Certificate in Offender Management [Level 4]. But these 318 individuals were not the only Department of Corrections employees who were celebrating training achievements. A group of staff from the Department of Corrections' Organisational Development Unit celebrated getting a national qualification under their belt too.

When Jacqui Burgess, Department of Corrections Learning and Development Coordinator for the Northern Region, first became aware of the National Certificate in Business Administration and Computing [Level 3] she instantly liked the idea of building skills, performance and productivity while being recognised as having administrative talents on par with the national standard. She pursued the idea with Department of Corrections GTE Manager Vicki Walsh and was rapt to

have the opportunity to complete the qualification as part of a pilot project that commenced in April 2011.

“The assessment was able to be perfectly tailored to the work I do on a daily basis,” she says. “Every day I’m managing a range of administrative tasks from maintaining the regional calendar, updating databases, scheduling events and providing team support. Undertaking the assessment was simply a matter of showcasing the processes involved in these specific tasks that I complete day-to-day.”

Thanks to her dedication and commitment to achieving a national qualification, Jacqui was able to complete all the assessments necessary to gain the qualification in just six months. Now she is keen on achieving the National Certificate in Business Administration [Level 4].

Jacqui is eyeing up a career as a corrections officer down the track. “Gaining this business administration qualification has given me a much better

understanding of the importance of training and compliance for corrections officers and highlighted how you never stop learning,” she says. “I’m now more confident to approach the various tasks that are required to become a qualified corrections officer.”

In the meantime Jacqui will continue her role as a Department of Corrections advocate for the Business Administration qualifications. “If you get the opportunity, go for it. It’s not that hard, your confidence and contribution to the company will grow and the experience will get you motivated for more.”



TRAINEE VOLUMES

1,954

TRAINEES WERE REGISTERED
OR TRAINING WITH ETITO

ETITO CREDIT COMPLETIONS

31,150

CREDITS ACHIEVED

408

QUALIFICATIONS
COMPLETED



JACQUI BURGESS

“WE WORKED EXTENSIVELY WITH PEOPLE INVOLVED IN THE INDUSTRY TO DEVELOP THE REVIEWED QUALIFICATION AND THE ASSOCIATED RESOURCE MATERIAL.”

Creating and rolling out the National Certificate in Security [Level 2] for the security industry was top of the agenda for ETITO in 2011.

A review of the qualification began in late 2009 with the aim of updating it to meet changing industry needs and future skill requirements. Coupled with the passing into law of the Private Security Personnel and Private Investigators Act 2010 on 1 April 2011, ETITO continued the development of the level 2 qualification in 2011.

The qualification is the industry's entry-level national qualification for security personnel, and includes skills training across a range of areas including communication, law, conflict management, risk management and crowd control. The qualification

was designed to provide a strong platform from which the security industry could continue to build its professional standing. It also includes the unit standards contained in the proposed legislative training requirements for security personnel.

The qualification was launched in November 2011 at a series of stakeholder forums in Auckland and Wellington.

QUALIFICATION DEVELOPMENT

Throughout the qualification development process, ETITO made sure all sectors within the security industry were represented, engaging with many subject matter experts and continuing to consult with a number of them throughout the

resource development process.

Robyn Scott worked across the development of the qualification in multiple roles, taking on the qualifications adviser role during the qualification development process and then joining the resource development team to oversee the building of resources to support training and assessment to the qualification.

“We worked extensively with people involved in the industry to review the qualification and the associated resource material. These people were from a range of backgrounds, including the New Zealand Security Association, personnel in various roles within security firms, and training providers.”

The reviewed qualification has 10 new security-specific unit standards

906



**SECURITY TRAINEES
COMPLETED SECURITY
QUALIFICATIONS
WITH ETITO**

147

**SECURITY EMPLOYERS
HAD ACTIVE TRAINEES
REGISTERED IN 2011**



ROBYN SCOTT, LAKSHMI PATEL AND MIKE HULL

TRAINEE VOLUMES

3,342

**TRAINEES WERE REGISTERED
OR TRAINING WITH ETITO**

and an elective section to allow for the needs of different job roles. Existing security-specific unit standards have been updated and some generic standards have been removed, as it was felt they were no longer needed.

FRESH APPROACH

ETITO developed new resources to assist employers and their trainees to achieve their training goals. Our literacy team put in significant effort to produce resource booklets to facilitate trainees' learning, including making sure the resources supported their literacy needs. Topics include professional requirements, the law, communication, risk management and security operations. Plenty

of positive feedback has been received regarding these booklets.

For the two new conflict management unit standards in the qualification, trainees are able to use a combination of online and face-to-face training and assessment. The online tool combines video and audio clips with a range of questions to engage trainees in different ways of learning, and providing them with a different perspective about the challenges they may face in their job.

"The theory-based conflict management unit standard lent itself to the use of an online tool because of the visual nature of the content. The use of video case studies as the basis for the learning and assessment material meant we could provide realistic scenarios which didn't require a huge amount

of reading, and trainees could identify with the situations and characters involved," says Robyn. "Trainees have responded positively to the interactive activities in the online tool."

The practical 'face-to-face' conflict management course that follows ensures that the knowledge gained can be applied in 'live' scenarios.

The reviewed qualification and the new resources gives security employers and their staff confidence when approaching national qualifications, as there is support and resources available to make their national qualifications experience a positive one.

“ONCE YOU HAVE COMPLETED YOUR QUALIFICATION AND GAINED YOUR CERTIFICATE, OTHER TEAM MEMBERS KNOW THEY CAN COME TO YOU FOR ASSISTANCE.”

New Zealand Post is one of New Zealand's biggest companies and includes some of the best-known brands such as Kiwibank and Express Couriers Limited.

Not only does this organisation invest in its communities, it also invests in its people. It supports their staff and contractors through training and upskilling to achieve their career and personal goals.

Kay Currey, Customer Services Representative [CSR] for the Business Direct Services division at New Zealand Post, has been in the contact centre for six-and-a-half years. Kay has completed the National Certificate in Contact Centre Operations [Level 3] and the National Certificate in Contact Centres [Level 3] – Senior Customer Service

Representative and is an assessor for both of these qualifications.

“In a team of over 60, three-quarters of our staff have completed the National Certificate in Contact Centre Operations [Level 3]. Two of us have completed the National Certificate in Contact Centres [Level 3] – Senior Customer Service Representative and our manager has completed the National Certificate in Contact Centres [Level 4] – Team Leader.”

New Zealand Post's contact centre has always had a very strong training culture. Two hours each week are allocated for the two assessors to concentrate on assisting trainees and assessing their units. Despite the difficult learning conditions with the earthquakes

and continuous aftershocks in Christchurch, Kay and Lynda Cameron [the other assessor] have always strived to assist their colleagues to achieve their qualifications.

Kelly Walter, ETITO Regional Manager [Southern] and ETITO's training manager for the contact centre, praises New Zealand Post's determination and training ethic, despite the constant setbacks.

“Kay and her colleagues have done a fantastic job of getting back into the training arena since September 2010. Yes, there were obstacles, but their motivation to upskill has been admirable.”

Kay says the benefits of completing national qualifications are immense and add value for everyone.

TRAINEE VOLUMES

1,306

TRAINEES ENGAGED
IN AN ETITO TRAINING
PROGRAMME



EMPLOYER VOLUMES

159

CONTACT CENTRE EMPLOYERS
HAD ACTIVE TRAINEES
REGISTERED IN 2011

308

CONTACT CENTRE
TRAINEES COMPLETED
QUALIFICATIONS
WITH ETITO



KAY CURREY

“For a person it’s the gaining of a formal qualification and confirming you actually do ‘know it’. For the company it’s having all CSRs working at the same standard, and for the industry it brings awareness that by encouraging staff to complete specialised contact centre-based national certificates they not only have a qualified work force, but they have a successful work force.”

She also believes this can assist with job satisfaction. “Once you have completed your qualification and gained your certificate, other team members know they can come to you for assistance. Genuine enthusiasm grows between colleagues as they encourage each other in their studies.”

“ETITO have been fantastic in helping us relaunch our study

programme. It made a huge difference and renewed interest as we had hoped. We are and will always continue to encourage our staff to complete national qualifications.”

**“I CAME BACK
WITH RENEWED
ENTHUSIASM AND
I NOW REALISE
THAT I CAN PUSH
MYSELF EVEN
HARDER THAN I
HAVE IN THE PAST.”**

Tamar Denby is a self-confessed electronics enthusiast who's loved tinkering with electronics from a young age. She got into appliance servicing when she joined Sony at aged 15 and now – two and a half years on – she's working at Tisco and completing a National Certificate in Appliance Servicing [Level 4].

On any typical day, Tamar focuses on growing her appliance servicing knowledge and gets a real buzz out of getting to the bottom of strange electrical faults. But all that changed for three weeks in October. Tamar put her passion for electronics on the backburner as she ventured into the wild and pushed herself both physically and mentally on an intensive 21-day Outward Bound

course in the Marlborough Sounds.

Tamar received her place on the Outward Bound programme as a result of being named 2011 Apprentice of the Year by the Electro-Technical Association [ETA]. She was one of six top electrotechnology apprentices that ETITO supported to attend the 2011 course.

This is the fifth year that ETITO has sponsored apprentices to attend Outward Bound. It is a continued sponsorship born from ETITO's commitment to building the capabilities of the electrotechnology industry and passion for rewarding, inspiring and motivating the industry leaders of tomorrow. In the years since the initiative first began, ETITO, employers and the wider electrotechnology

industry have enjoyed seeing the positive impact the programme has made on the selected apprentices – all of whom have returned to work more focused, more driven and more sure than ever before that their chosen career is the one for them.

Lifting the performance of apprentices in training with ETITO has been an ETITO priority over many years. The support of the Outward Bound initiative is only a small part of a larger effort that has included hiring additional field staff and re-prioritising their roles so that they can spend more time helping apprentices and employers. Already this increased focus on performance is proving to be a success, with more apprentices completing their qualifications in a more timely fashion.

1,273

QUALIFICATIONS COMPLETED



EMPLOYER VOLUMES

1,455

EMPLOYERS HAD
ACTIVE APPRENTICES
REGISTERED IN 2011

TAMAR DENBY



4,058

APPRENTICES ENGAGED
IN AN ETITO TRAINING
PROGRAMME

According to Tamar, the Outward Bound experience exceeded her expectations on a number of levels. "It was much harder than I expected, but the stuff I've learnt is incredible. I now know that I can do much more than I ever thought I could. I picked up some great leadership skills – and I learnt how to work and talk with different people and help people out a lot more."

She adds that attending Outward Bound has given her much more confidence. "I came back with renewed enthusiasm and I now realise that I can push myself even harder than I have in the past."

Given that she had already proven to be exceptionally focused and driven prior to the Outward Bound experience, Tamar is now set for pretty big things.

She's got her eye on a workshop management role down the track and she's all set to "go for it and give it everything to make it happen!"

ETITO is once again offering the Outward Bound opportunity in 2012.

“THE LEADERSHIP FORUM IS A CRUCIAL MECHANISM FOR ADVANCING THE NEXT STAGES OF OUR WORK IN THE FINANCIAL SERVICES SECTOR.”

Up to 01 July 2011, ETITO's focus in the financial services sector was building and operationalising a whole-of-industry, whole-of-tertiary sector system for the delivery of training and assessment for the National Certificate in Financial Services [Financial Advice] [Level 5]. This was important work because this qualification was set as the minimum standard of competence for advisers seeking Authorised Financial Advisers [AFA] status under new regulation.

During 2011, over 5,000 advisers engaged with ETITO and, at year end, 1942 of them had achieved Authorised Financial Adviser [AFA] status.

As the industry training organisation for the financial services industry, one of ETITO's three statutory mandates

under the Industry Training Act 1992 is to 'provide leadership to the financial services industry on matters relating to skill and training needs'. It is in this context that with the July 2011 deadline for implementation of new regulation passed, ETITO began to consider how best we could provide skills leadership that supported the building of human capability across the broader financial services sector.

Key to effective leadership is access to high quality strategic advice from industry bodies, business owners and leaders, regulators, policy makers and training providers with an interest in the financial services sector. For this reason, ETITO constituted the Financial Services Leadership Forum.

The forum was constituted to

provide industry input that would assist ETITO in its role of providing leadership to the financial services industry about the future competence and performance of the industry.

Michael Frampton, ETITO Manager Strategy and Corporate Relations, says much of the impetus behind the formation of the group came from the industry itself. "We had been approached by a number of industry stakeholders requesting guidance on a range of human capability issues, including continuing professional development and appropriate qualifications for non-AFAs."

Members of the leadership forum were selected following consultation with over 100 key stakeholders in the financial services and related sectors. ETITO sought out and selected

ETITO CREDIT COMPLETIONS

10,819

CREDITS ACHIEVED



TRAINEE VOLUMES

479

TRAINEES WERE
REGISTERED OR
TRAINING WITH ETITO

senior stakeholder representatives with a demonstrated commitment to excellence in skills development across the financial sector.

“ETITO has worked closely with the Code Committee, the tertiary education sector, industry and professional bodies, advisers and the Financial Markets Authority [FMA] on the establishment of minimum standards of competence for AFAs,” Frampton described. “The Leadership Forum is a crucial mechanism for advancing the next stages of our work in the financial services sector.”

The key tasks that the Leadership Forum has set itself are to:

provide oversight and leadership input for the progressive development

of competence arrangements for the financial services sector;

periodically advise ETITO on the appointment of sub-committees to examine topics of particular interest; and

contribute its collective knowledge of the needs of the sector to assist ETITO fulfill its legislative mandate of providing leadership to the financial services sector on matters relating to skill and training needs.

The Leadership Forum operates as an advisory forum and not a decision-making body. It is already providing valuable thought leadership and a two-way connection between the financial services industry

and the education sector.

“With the vast amount of knowledge and experience represented around the Forum table, ETITO is better positioned than ever to anticipate the needs of the sector and support the whole of the financial services industry in its on-going professional development,” says Frampton.

ETITO'S PARTNERSHIP WITH THE INDUSTRY AND THE REGULATOR DELIVERED A COMPREHENSIVE EDUCATION FRAMEWORK FOR REAL ESTATE AGENTS.

In September 2011, REAL ITO, which previously had coverage for the real estate industry, joined with ETITO. REAL staff moved into ETITO offices in Auckland and continued to offer the same high-quality service the industry had come to expect. "The transition to ETITO was the best decision for REAL ITO and the real estate trainees," says Louise Minnell, one of the staff brought over from REAL ITO. Since then, the team has had a particularly busy time, with several major projects undertaken.

CONTINUING EDUCATION FOR THE REAA

ETITO was approached by the Real Estate Agents Authority [REAA] in late 2011 and asked to develop a set of learning objectives, a curriculum and supporting resources for a 2012 real estate Continuing Education programme. The REAA is the independent government regulatory body for the real estate industry in

New Zealand. REAA specified that the topic to be covered was the Real Estate Agents Act [Professional Conduct and Client Care] Rules 2009, with a focus on disclosure.

The development process involved face-to-face consultations with representatives from the industry professional body [Real Estate Institute of New Zealand], several of the major real estate agencies, and a barrister with expertise in the real estate field. A wider network comprising real estate professionals from throughout New Zealand, as well as training providers, were consulted through an email survey.

Lakshmi Patel, ETITO's Resource Development Manager, said there has been a very positive response since the programme was rolled out in March 2012, both from real estate professionals and the REAA.

"The feedback we have had about the quality of the learning resources and the PowerPoint slides that we put out as training aids for the

Continuing Education programme has been extremely positive."

"We had an extremely tight timeframe to achieve this and could not have succeeded without the assistance of the subject matter experts who took time out of their Christmas holidays to work with us."

PROPERTY MANAGEMENT QUALIFICATIONS

After REAL joined ETITO the development of the New Zealand Certificate in Residential Property Management [Levels 3 and 4] qualification – commenced by REAL – continued. These qualifications were developed in consultation with the industry and are expected to be released in July 2012.



72

TRAINEES
COMPLETED
QUALIFICATIONS
WITH ETITO*

ETITO CREDIT COMPLETIONS

5,150

CREDITS ACHIEVED*

EMPLOYER VOLUMES



159

REAL ESTATE EMPLOYERS
HAD ACTIVE TRAINEES
REGISTERED IN 2011*

* These figures are as of September 2011 when REAL ITO joined ETITO.



ETITO HAS CONTINUED TO COMMUNICATE THE BENEFITS OF TRADES CAREERS TO CAREERS ADVISERS AND TECHNOLOGY TEACHERS.

Last year ETITO maintained its on-going engagement with schools. A number of complementary approaches were used to inspire and attract students towards hi-tech careers, and to help young people break into apprenticeships. In 2011, these programmes continued to get results.

CAREER GUIDANCE AND SUPPORT TO PROMOTE ELECTROTECHNOLOGY TRADES

Getting a first introduction to what an electrotechnology actually involves can be crucial for someone deciding on their future career. Gateway is a valuable and long-running programme in which the employer, school and ITO come together to make this happen. In 2011, 100 students opted to spend one day each week of school in the workplace of a local electrical employer – gaining valuable on-job experience and getting a taste of their chosen vocation before deciding whether it's really for them.

At the same time, they were completing basic unit standards that will give them a head start should they decide to enter into an apprenticeship.

Gateway placements showed a good rate of conversion to training agreements with ETITO assistance.

TRADES ACADEMIES

There are now 20 trades academies in place throughout New Zealand, of which a handful currently have an electrical strand to their programme. We are working with these academies at various levels, including representation on steering [Western BOP] and stakeholder committees [U-Skills, Palmerston North]. We are offering a range of solutions, including the full NCET [Canterbury Trades Academy and U-Skills] as well as recommendations around publicity strategies in schools and visits to trades academy classes.

Recognising that the people advising young people play a significant

role in career decisions, ETITO has also continued to communicate the benefits of trades careers to careers advisers and technology teachers. In 2011 ETITO again ran a teachers forum in conjunction with the Electro-Technical Association, where connections were made between careers teachers and employers from the electrotechnology industry to create awareness about what an apprenticeship actually involves, and what kinds of candidates are suited to the programme. ETITO will be running another of these forums in 2012.

GOVERNMENT INITIATIVES

The Youth Guarantee is the major strategy driving new initiatives in the secondary sector. We have been closely involved in developing programmes and policy through our position on the Vocational Pathways and the Careers NZ Guidelines Groups. These programmes will have a profound



TWELVE YEARS

FOR MORE THAN 12 YEARS NOW, THE BRIGHT SPARKS PROGRAMME HAS BEEN STOKING A PASSION FOR ELECTRONICS AND PROGRAMMING AMONG NEW ZEALAND'S BEST AND BRIGHTEST.



HI-TECH FIRMS

STUDENTS WITH AN INTEREST IN ENGINEERING VISITED A NUMBER OF LOCAL HI-TECH FIRMS AND TRAINING INSTITUTES

effect at the school level over the next five years in influencing the choices of young people towards careers. ETITO in Schools has also been deeply involved with the development of the new curriculum initiatives which will see digital technologies [which includes electrical/electronics and ICT] mainstreamed by 2013. This is a much-needed development that will open up access to electrotechnology careers to all students for the first time.

ELECTRONICS IN SCHOOLS

The approach to ETITO's work with schools has always been underscored by a desire for students to get their hands dirty and work with electronics. This is often the best way for students to discover that they have a knack and a passion for electronics. In 2011, some 2000 students in 110 schools were engaged with ETITO's National Certificate in Enics Technology, which was developed by ETITO to incorporate

this direct project-based approach.

In addition, ETITO visited schools to support electronics learning – taking class exercises and working directly with teachers to assist them in developing their electronics programmes. ETITO ran a series of two-day electronics professional development courses around New Zealand in association with the Ministry of Education, and also organised three separate focus days where students with an interest in electrical engineering visited a number of local hi-tech firms and training institutes.

BRIGHT SPARKS – A UNIQUE HI-TECH INITIATIVE

For more than 12 years now, the Bright Sparks programme has been stoking a passion for electronics and programming among New Zealand's best and brightest. It does this in a number of ways – through the maintenance and support of an online

community of young electronics enthusiasts, and through the Bright Sparks Awards – an annual hi-tech competition for school students. In 2011, the overall Bright Sparks Awards winner was Dan Collins from Aquinas College in Tauranga. Dan invented a remote-controlled quad-rotor that could be flown with his mobile phone using an app he wrote himself [in addition to designing and building the rotor]. Dan received a cash prize that included a year of mentoring during his first year of tertiary study, provided by the competition's sponsor – the law firm Baldwins Intellectual Property. Now studying electronics engineering at University of Waikato, Dan is a moderator on the Bright Sparks web forum – offering advice, perspective and guidance to his younger peers as they follow in his footsteps.

DELIVERING THE NUMBERS

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ELECTROTECHNOLOGY INDUSTRY TRAINING ORGANISATION [ETITO]

The summary financial statements on pages 30 to 32, which comprise the summary statement of financial position as at 31 December 2011, the summary statement of comprehensive income, summary statement of changes in accumulated funds and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of ETITO and the group for the year ended 31 December 2011. We expressed an unmodified audit opinion on those financial statements in our report dated 28 March 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of ETITO and the group.

This report is made solely to ETITO's members, as a body, in accordance with ETITO's constitution. Our engagement has been undertaken so that we might state to ETITO's

members those matters we are required to state to them in our report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than ETITO and ETITO's members as a body, for our work, for this report, or for the opinions we have formed.

RESPONSIBILITIES OF THE MEMBERS OF THE GOVERNING BODY

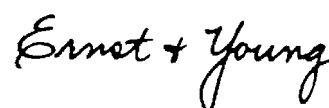
The members of the board are responsible for the preparation of summary financial statements in accordance with FRS-43: *Summary Financial Statements*.

AUDITOR'S RESPONSIBILITIES

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing [New Zealand] [ISA[NZ]] 810, "Engagements to Report on Summary Financial Statements." Other than in our capacity as auditor we have no relationship with or interest in ETITO or the group. Partners and employees of our firm may deal with ETITO or the group on normal terms within the ordinary course of trading activities of the business of ETITO or the Group.

OPINION

In our opinion, the summary financial statements derived from the audited financial statements of ETITO and the group for the year ended 31 December 2011 are consistent, in all material respects, with those financial statements, in accordance with FRS-43.



28 March 2012
Auckland

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2011

	2011 \$	2010 \$
Revenue		
Government Grants	15,527,669	16,491,680
Industry Contribution	1,455,941	965,585
Other Income	714,906	828,451
Interest Income	362,907	347,692
Total Revenue	18,061,423	18,633,408
Industry Training Expenses		
Training Subsidies & Support	11,317,071	10,421,007
Qualification Development & Quality Assurance	1,117,122	3,328,541
Research & Stakeholder Relations	1,032,794	1,168,593
Total Industry Training Expenses	13,466,987	14,918,141
Other Expenses	4,132,947	4,162,124
Total Expenses	17,599,934	19,080,265
Profit/(Loss) For The Year	461,489	(446,857)
Other Comprehensive Income	-	-
Total Comprehensive Income/(Loss) For The Year	461,489	(446,857)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2011

	2011 \$	2010 \$
Opening Retained Earnings	4,484,006	4,930,863
Profit/(Loss) for the Year	461,489	(446,857)
Other Comprehensive Income	-	-
Total Comprehensive Income/(Loss) for the Year	461,489	(446,857)
Closing Retained Earnings	4,945,495	4,484,006

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2011

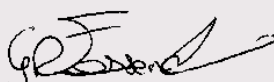
	2011 \$	2010 \$
ASSETS		
Current Assets		
Cash & Cash Equivalents	6,044,818	5,688,486
Term Deposits	700,000	607,495
Receivables	860,594	1,216,280
Inventory	18,707	26,197
Total Current Assets	7,624,119	7,538,458
Non Current Assets	1,573,091	968,404
Total Assets	9,197,210	8,506,862
LIABILITIES		
Current Liabilities		
Payables	3,843,446	3,614,380
Employee Entitlements	385,119	357,546
Deferred Income	23,150	27,780
Total Current Liabilities	4,251,715	3,999,706
Non Current Liabilities		
Deferred Income	-	23,150
Total Liabilities	4,251,715	4,022,856
Net Assets	4,945,495	4,484,006
Equity		
Retained Earnings	4,945,495	4,484,006
Total Equity	4,945,495	4,484,006

For and on behalf of the board who authorise the issue of these financial statements on 28 March 2012.

Chairman



Chief Executive



CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2011

	2011 \$	2010 \$
Net Inflow from Operating Activities	1,589,907	310,264
Net (Outflow)/Inflow from Investing Activities	(1,233,575)	622,711
Net Increase in Cash Held	356,332	932,975
Cash & Cash Equivalents at Beginning of the Year	5,688,486	4,755,511
Cash & Cash Equivalents at End of the Year	6,044,818	5,688,486

NOTES TO THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2011

CORPORATE INFORMATION

These summary consolidated financial statements are for the Electrotechnology Industry Training Organisation Incorporated (ETITO) and its subsidiary.

The summary financial statements are for the year ended 31 December 2011 and were authorised for issue by the Board on 28 March 2012.

MEASUREMENT BASIS

The functional currency is New Zealand dollars and the summary financial statements are presented in New Zealand dollars.

The summary financial statements have been prepared on a historical cost basis.

BASIS OF PREPARATION

The summary financial statements have been prepared in accordance with FRS 43 – Summary Financial Statements and have been extracted from the full financial statements. The full financial statements have been prepared in accordance with NZ GAAP. The full financial statements comply with New Zealand equivalents to International Financial Reporting Standards, and other applicable Financial Reporting Standards as appropriate for a public benefit entity.

The amounts in the full financial statements have been audited and an unqualified opinion has been issued.

These summary financial statements cannot be expected to provide as complete an understanding as provided by the full Financial Statements. Full financial statements are available on request from ETITO.

GOVERNANCE



ETITO Board of Directors

From top left: Ross Beal, Ian Butturini, Scott Carter, David Grant, Murray Hobson, Brian Nowell [Chairman], Ray Pilley, David Waters.

GOVERNANCE/DIRECTORY

BOARD OF DIRECTORS

Brian Nowell, Chairman
Company director

David Grant, Deputy Chair
General Manager
Rakon Limited

Ross Beal
General Manager
Total Power Services Ltd

Ian Butturini
Director
Seven Electrical

Scott Carter
Chief Executive
Matrix Security

Murray Hobson
Director
McAlester Holdings Limited

Ray Pilley
New Zealand Engineering,
Printing and Manufacturing Union

David Waters
Chief Executive
Ambulance NZ

ETITO LEADERSHIP TEAM

Garry Fissenden
Chief Executive

David Askew
Financial Controller

Nicola Dashper
Human Resources Manager

Michael Frampton
Manager – Strategy and
Corporate Relations

Lloyd Olivecrona
Manager – Standards and
Qualification Systems

Ross Clarke
Industry Manager [Ambulance,
Contact Centre, Financial Services,
Offender Management, Real Estate
& Security/Southern Region]

Paul Hollings
Industry Manager [Electrotechnology
& Telecommunications]

ETITO OFFICES

ETITO Head Office & Northern Regional Office

Level 3, Building B
65 Main Highway
Ellerslie, Auckland 1051
Phone: [09] 525 2590

Hamilton

1st Floor, WEL House
711-737 Victoria Street
Hamilton East
Hamilton 3204
Phone: [07] 839 7395

Rotorua

Unit 1, The Business Hub
1209 Hinemaru Street
Rotorua 3010
Phone: [07] 349 3461

Palmerston North

1st Floor
328 Broadway Avenue
Palmerston North 4441
Phone: [06] 350 1953

Wellington and Southern Region Office

Level 11, Baldwins Centre
342 Lambton Quay
Wellington 6011
Phone: [04] 499 7670

Christchurch

Level 1
137 Victoria Street
Christchurch 8013
Phone: [03] 365 9819

Dunedin

Arrow House, Office 3
469 Moray Place
Dunedin 9016
Phone: [03] 479 2978

FOR MORE INFORMATION VISIT:

www.etito.co.nz

Contact us by email
info@etito.co.nz

