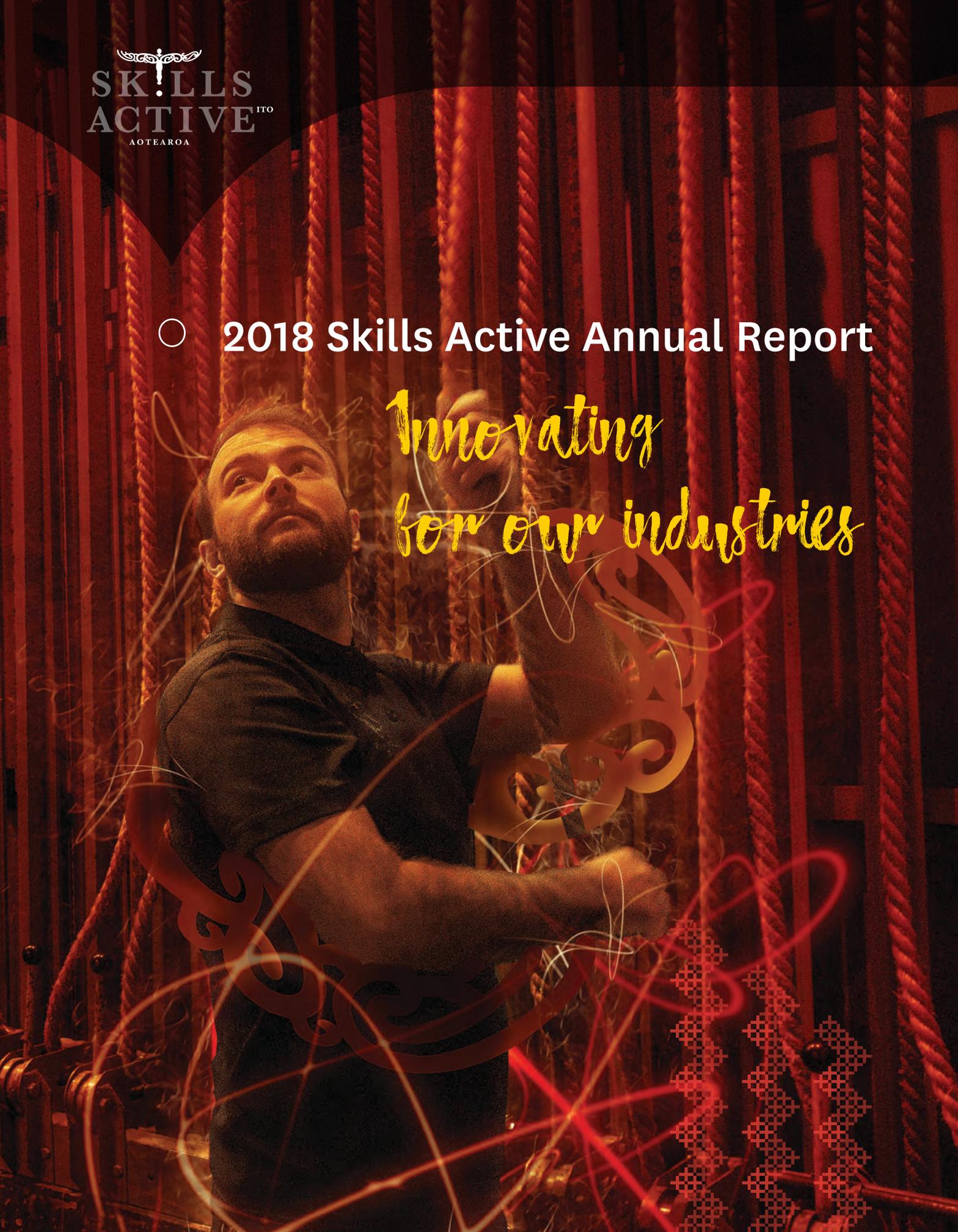


○ 2018 Skills Active Annual Report

*Innovating  
for our industries*



*Fuel the fire within!*



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# Who we are

## Our purpose

We equip people and businesses to thrive.

## Our vision

Our industries' first choice as a partner for workforce development.

## Our approach

We will be leaders and role models of:

**Biculturalism**  
**Continuous improvement**  
**Service excellence**

## Our values

Our actions will be driven by our core values:

**Tika**  
We do what is right.

**Pono**  
We are true to ourselves.

**Aroha**  
We demonstrate respect and care.



## Our strategic outcomes

### SKILLS ACTIVE:

Leads and innovates workforce development in our industries.

Continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders.

Develops workforce solutions that are led and endorsed by industry.

Is seen as the one-stop-shop for planning, developing and supporting careers in our industries.

## Our strategic themes

Our strategic outcomes will be achieved through our actions targeting the following themes:



# Sam Napia – Chair’s report



## Kia ora tātou

Tuatahi, ka tuku atu te reo hakamoemiti ki to tātou Matua-Nui-I-Te-Rangi, me te tuku hakawhetai anō hoki mo te hakamarietanga o tōna tamaiti a Ihu Karaiti, kia puta ake anō te aranga o te hunga kua mate, a, kia hakahoki atu ai tēnei mea te tangata ki te aroaro o te Atua. I meatia nei e ngā karaipiture: Horekau he ingoa kē atu, horekau hoki he huarahi kē atu, horekau hoki he pūtake kē atu e puta mai ai te hakaoranga o te tangata i roto anahe i te ingoa o te Karaiti, o te Ariki Kaha Rawa. Tuarua, ka mihi atu ki wā tātou tini mate maha kua ngaro i te tirohanga kanohi. Rātou te hunga mate ki ā rātou; tātou ki ā tātou ngā mahuetanga iho o rātou mā, ka huri.

2018 was a year of sustained productivity for Skills Active. Just like the hardworking people who deliver billions of dollars to the New Zealand economy each year through the activities of our industries, the people at Skills Active have been busy. They have been fully occupied with the mahi of developing qualifications and standards, and arranging industry training for thousands of people. These two separate, but deeply interconnected and complementary functions thrive when they are side-by-side in one unified, industry-led organisation.

During the year, we rolled out 15 new programmes including two new apprenticeships, covering everything from business administration and front line management through to performing arts and mountain biking. At the same time, we listed and had approved by NZQA the last three qualifications developed through the Targeted Review of Qualifications (TROQ) process.

Our financial position remains extremely sound. Our net profit for the fiscal year was \$43.4k, on revenue of \$7.04 million. 2018 was a year of investment into some of our strategic priorities, including our programme roll-out schedule, and new technology for our workplaces and learners.

## DIGITAL CAREER PATHWAYS

Early on in the year, Skills Active launched an innovative new digital resource for its industries. Tōu Aratika is our career pathway maps site. Building on the success of our career map posters, which were launched in 2017, Tōu Aratika takes the concept several steps further.

Our industry professionals, and aspiring professionals can now interact with a series of online maps which walk them through numerous potential career pathways in sport, recreation and performing arts.

These pathways are comprised of specific job roles, each of which is directly linked to its own information page, with details on skill level, average income, qualifications, personal and professional traits, and more. It was our pleasure to launch this latest iteration of the career maps at an industry event in February.

## KAWENATA WITH WAIKATO-TAINUI

2018 also saw the signing of the historic kawenata (covenant) between Waikato-Tainui, and the 11 ITOs, represented by Te Rautaki Whakarōpū Māori.

This agreement was initiated in the context of Tainui’s highly anticipated Ruakura development in Hamilton – which will include an inland port and extensive complementary “precincts” covering housing, education, parkland and recreation space, as well as retail and manufacturing. The signing ceremony in February was attended by senior leadership from the iwi and the ITOs.

Post-agreement, other iwi are now looking to the Waikato-Tainui kawenata, as a blueprint for maximising the potential synergies between Māori and industry training stakeholders, with a view to pursuing the shared goals of more training and career progression for iwi members, and especially rangatahi.

## TUIA TE AKO

In August 2018, Skills Active was a co-host of the Māori education hui, Tuia Te Ako, in Auckland.

The focus of this event, jointly organised with Ako Aotearoa and our fellow ITOs, was on-job training to support Māori educational and career aspirations.

Students and young people from around Auckland engaged with interactive presentations and heard about earn-as-you-learn options for school leavers, while education sector professionals attended a range of workshops.

At the top of the agenda for Skills Active were opportunities for Māori in our industries, not just to work and earn but to qualify themselves and further their careers at the same time. Our presenters came from the worlds of sport and exercise. Theresa O’Brien, Levi Armstrong and Lyndsay Proctor all spoke passionately about their experience working with Māori learners in the active industries, and about the synergies between the Te Ao Māori and the practical, hands-on world of industry training.

## GOVERNANCE AND STRATEGY

The Skills Active board subcommittee Titiro Anga Whakamua was established in 2017, with the goal of building the mana of our industries. In 2018, this subcommittee contributed to a rebranding process, one of the outcomes of which was an increased emphasis on creative storytelling that celebrates our “hero” workplaces. These are the businesses and organisations that prioritise staff education and training, and make huge contributions to economic and social wellbeing through sport and recreation.

Titiro Anga Whakamua helped to develop new messaging to support the creation of a series of Hero videos, telling the stories of some of these people and organisations. At year-end, two Hero videos had been produced, with several more in the development stage.

Also in 2018, the Skills Active board undertook an engagement with the Pasifika community, with a view to increasing the breadth and depth of our understanding of Pasifika educational aspirations, and the ideal conditions for Pasifika success, within the context of industry training.

This incredibly valuable workshop took place in Porirua and was attended by students, parents and church leaders from

the Pasifika community, with facilitation by Honola Lui of Catalyst Pacific.

Skills Active board members acted as observers/learners in an “appreciative inquiry” setting, where subjects included Pasifika teaching models, ideal conditions for success, support and mentoring, cultural competence and connectedness, family involvement, and more. The insights gained at the workshop have been instrumental as Skills Active continues to develop its Pasifika success strategy.

## OVERALL PERFORMANCE

Skills Active had another year to be proud of in 2018, in terms of measuring up against our educational performance indicators (EPis).

We delivered 1816 STMs (standard training measures) for the year, and supported our industries to achieve 3326 national qualifications. We achieved a very high credit completion rate of 79% across all trainees. Our Māori trainees excelled further, achieving a credit completion rate of 81%; and the credit completion rate for Pasifika trainees was 77%.

Heionaano wāku nei kōrero mo tēnei wahanga, hei hakarāpopototanga o ngā pūrongo kōrero e whai ake nei. Ko te tumanako, ma te Runga Rawa koutou e manaaki i roto i o koutou ake kāinga maha.

Mauri ora

Sam Napia  
Chair

# Grant Davidson – Chief Executive’s Report



## Kia ora tātou

I am pleased to report on another very successful year for Skills Active, as our team managed, through some exceptional initiatives and a lot of old fashioned hard work, to increase the number of skilled and qualified people in our industries.

The year was not without its challenges. We returned from the Christmas break to find that the government had released its “Fees-Free” policy for first year students engaging in tertiary study. Ministry officials had to work fast to come up with an operational policy post-election, and prior to the academic year starting – and as with many new and hastily implemented policies, there were unintended consequences for some.

The policy made first year students ineligible for the fees-free subsidy if they had previously completed 60 credits of learning. For many young people in our industries, they start their working life with seasonal or part-time work, before moving on to university or polytech study. This might be as a pool lifeguard for example, or a swimming instructor, a ski field worker or a retail assistant. Often these roles involve industry training and the achievement of a New Zealand Certificate. By doing this industry training (which is not eligible in itself for fees-free funding), they risked ruling themselves out of a subsidy for future university or polytech courses.

We could do nothing for those who had already completed industry training and had rendered themselves ineligible through no fault of their own, but ethically we had to warn current and future trainees of this risk. This led to significant numbers of trainees and workplaces ceasing, or putting on hold their training until the situation was resolved.

We worked tirelessly with our fellow ITOs and the Industry Training Federation, to lobby the government to change this policy. This involved meeting with government policy analysts and the Minister of Education to explain the problems

generated by the new policy. Eventually we received the good news that the policy would be changed so that short courses of industry training would not disqualify individuals from fees-free for their longer programmes of tertiary study. This was a hard-won battle that took eight months of lobbying to resolve, and reduced our enrolments and completions in the interim.

Nevertheless, I am pleased to report strong take-up of training and apprenticeships within our industries, despite this obstacle. We exceeded our contract with TEC in 2018, and managed to apply for extra funding for the work we did beyond contracted levels. We also maintained healthy programme completion results, even though these were threatened by the fees-free problem.

For Skills Active staff, the challenge we set ourselves for the year was to apply some unconventional and original thinking, and generate innovative solutions that met the needs of our industries. There were some incredible results from this fresh approach to our work. Notable initiatives included:

- A co-designed assessment methodology for the lift operators at Ruapehu Alpine Lifts in the central North Island, which improved the quality of performance and safety outcomes, while making use of naturally occurring evidence.
- A workshop of board members and operational staff with Pasifika leaders, students and community members, to develop a deeper understanding of Pasifika peoples and their cultural and learning preferences, to drive better outcomes.

- Adapting the National Certificate in Māori Management for various business groups, so that they can empower staff to engage more meaningfully with Māori stakeholders.
- Increased development of our technology platforms so that trainees and workplaces can more easily and effectively access Skills Active services in their workforce development. This included a new website, online enrolments, interactive career maps, digital portals, e-learning developments and much more.

We planned for a significant financial deficit in 2018, as we had scheduled a sizeable investment in programme design and IT upgrades. It is pleasing to report that instead, we returned a modest surplus. This turnaround is due to a number of factors, including an increased investment from TEC, and operational staff managing to achieve the planned outcomes in more cost-effective and efficient ways.

We were also pleased to bring on two new senior managers in 2018. Alistair Hoult came onboard as our general manager of corporate services, ensuring that Skills Active staff have everything they need to thrive in their roles. And Todd Maddock joined the organisation as general manager of trainee support, looking after our mission-critical team of learning support advisors. Both Alistair and Todd have been heartily welcomed into the Skills Active whānau.

I can’t end this report without reflecting on the proposed changes to vocational education put forward by Minister Hipkins early in 2019. If implemented, these changes will change the shape of workplace-based training in the

country, and remove ITOs from this provision. We have been encouraged by the words, letters, emails and phone calls of support, for the quality of the work we are doing with our industries.

Our shareholders met and directed our board to acknowledge some of the strengths of the proposals for reform, but to take all avenues to lobby for the retention of our arranging training function, on which they place the utmost value in the current system. This advocacy will take a central role for board and management in 2019, and will require significant resource to carry out.

I would like to acknowledge the combined work of our workplaces, trainees, assessors, staff and board members in the very successful year that was 2018. I look forward to continuing work in 2019 with such a talented group of people, on the exciting new initiatives we have planned. More on those in next year’s annual report.

Mauri ora,

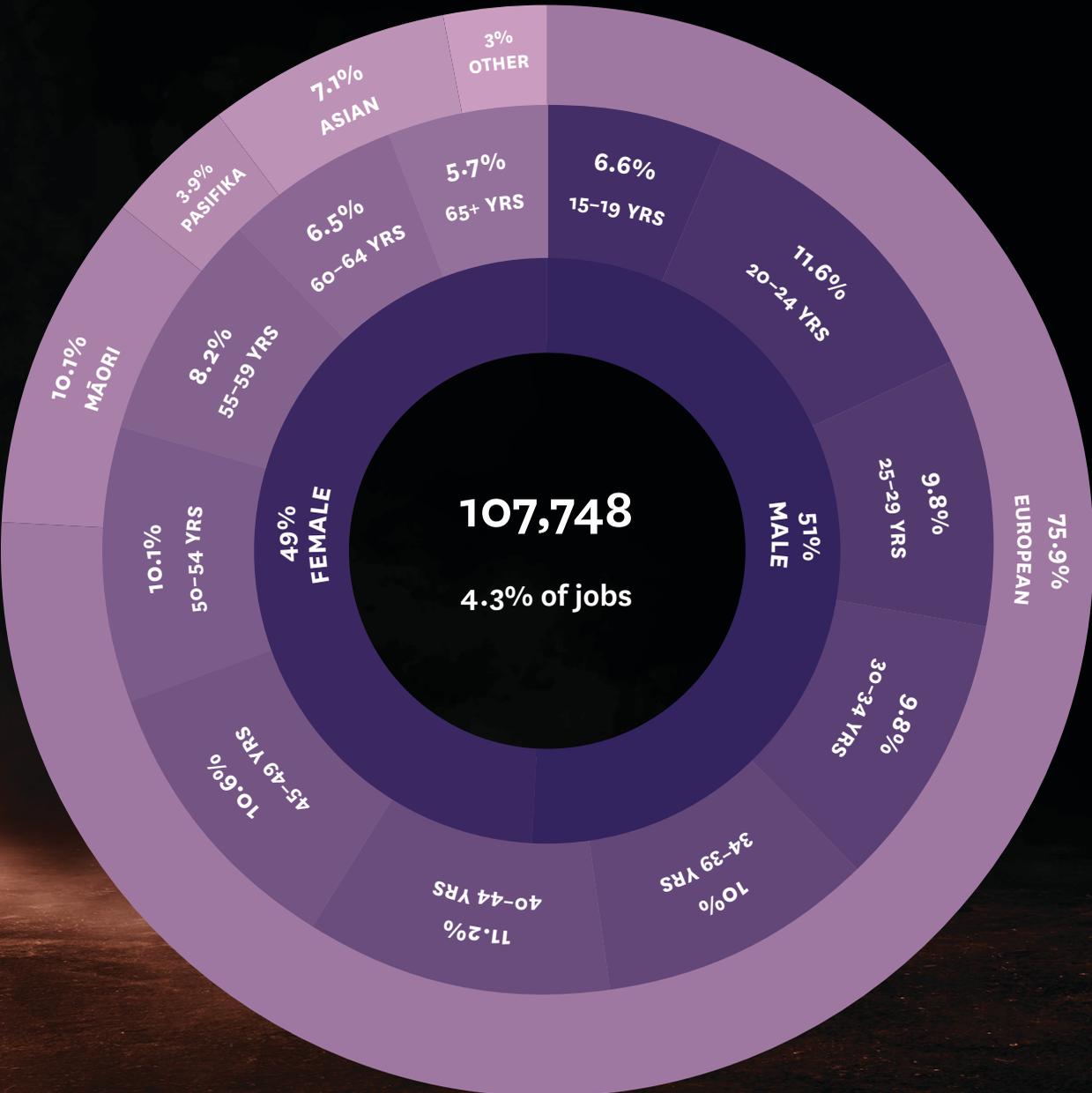
**Grant Davidson**  
Chief executive

# Snapshot of our industries



**\$7.36b**

3% of New Zealand's GDP



# 2018 partner snapshots



“At Exercise New Zealand, our mission is ultimately to see more Kiwis actively using structured exercise. To support this, we offer a range of membership-based services to providers of exercise whether big or small and across a range of disciplines. More recently we have been supporting the increasing diversity of providers in New Zealand, including yoga, which is growly strongly,” says Exercise NZ chief executive Richard Beddie.

“While much of our work is behind the scenes, such as engaging with government on behalf of the exercise industry, the most exciting work we do is when we get to make a direct positive impact to Kiwis and their desire to exercise,” Beddie adds.



Outdoor recreation is a central part of the fabric of Kiwi life. With nearly 11,000 people employed across the industry, NZOIA plays a key role in promoting excellence in outdoor instruction and guiding through qualifications for professionals.

“The New Zealand Outdoor Instructors Association (NZOIA) provides training, qualifications and revalidation for professional outdoor instructors and guides. Our vision is to create positive change through excellence in outdoor leadership. We are working in partnership with Skills Active towards providing a pathway to the New Zealand Certificate in Outdoor Leadership,” says NZOIA operations manager Penny Holland.



SportNZ’s mission is to create a world-class sports system at all levels, so we have “more kids playing and enjoying sport; more adults participating and getting involved; and more Kiwi winners on the world stage”. SportNZ and Skills Active have worked over a number of years towards the shared goal of developing skilled and qualified staff and volunteers, leading to strong commercial and volunteer organisations, and more benefits to New Zealanders through quality sport and recreation opportunities.



The Event Venues Association New Zealand (EVANZ) represents some 750 members and over 120 venues throughout New Zealand, and Entertainment Technology New Zealand (ETNZ) has over 250 individual and organisation members.

“As an organisation, we understand the value of education within our sector. We are excited to be associated with Skills Active, after working with them over a period of time to be able to deliver an education opportunity for our members, that will be recognised throughout New Zealand as an industry qualification,” says EVANZ president Keith Parker.

ETNZ is the national body representing technicians in the entertainment, theatre and event industry across both the professional and amateur communities.

“Having been key partners in the development of the new Entertainment and Event Qualifications, we are excited to see these move into the delivery stage. Without the partnership with Skills Active our dream of qualifications would still be just that, a dream. We look forward to having a suite of qualifications that will be proudly recognised through the industry,” says ETNZ president Vicki Cooksley.



EONZ creates lifelong opportunity for New Zealanders to have meaningful experiences in the outdoors. EONZ and Skills Active have been partners for almost a decade, working together to increase participation in quality outdoor learning experiences, through building capability and improving the practice of educators.



Swimming is New Zealand’s second most popular recreational activity, with over a million people jumping in the water for their preferred activity. Swimming NZ strives to ensure every New Zealander has the chance to access quality learn to swim opportunities.

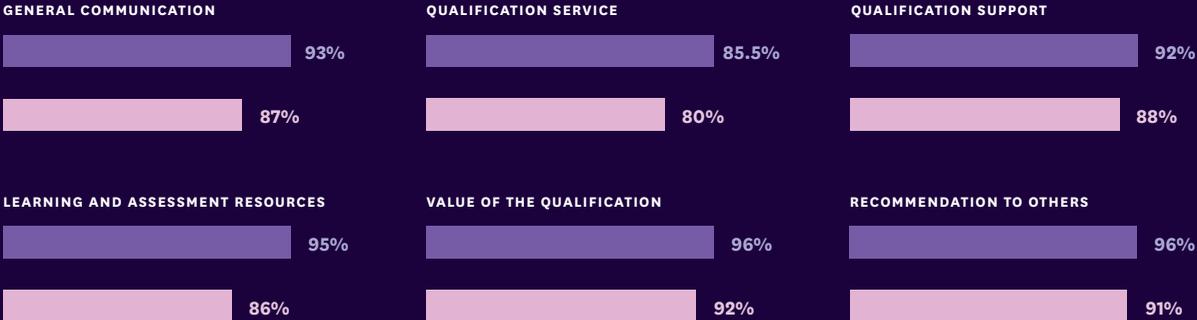


NZRA’s vision is that in 2020 New Zealand has a strong recreation industry that meets the needs of current and future participants, so that through recreation, New Zealanders are active, healthy, and connected.

“From your front door to the great outdoors, we are championing high quality recreation in New Zealand,” says NZRA CEO Andrew Leslie.

# Our outcomes

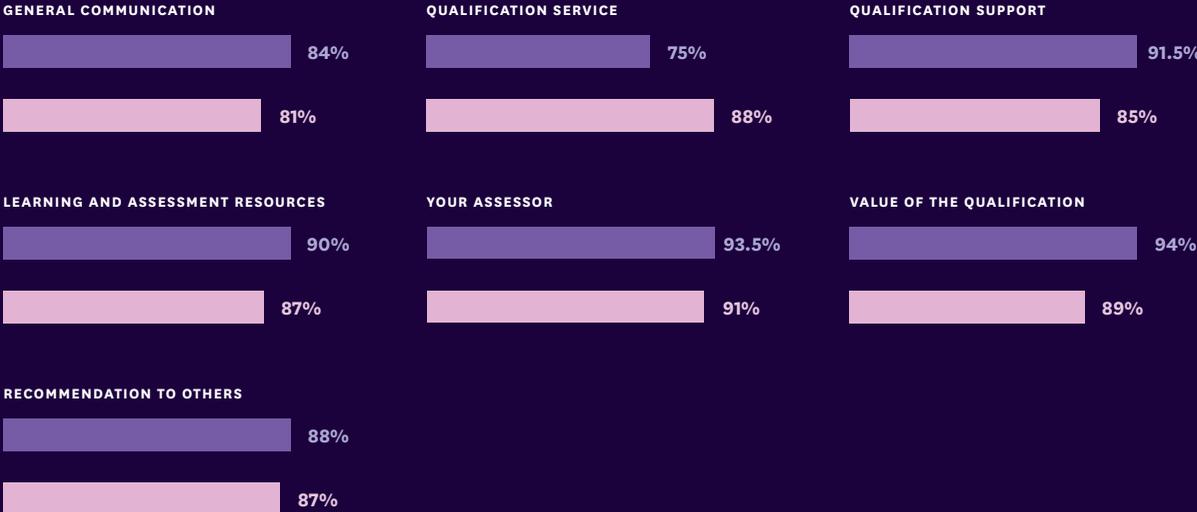
## WORKPLACE SURVEY SUMMARY



## ASSESSOR SURVEY SUMMARY



## TRAINEE SURVEY SUMMARY



## STAKEHOLDER SURVEY SUMMARY



## SUMMARY OF KEY PERFORMANCE INDICATORS

### STANDARD TRAINING MEASURES (STMS) BEFORE OFFSETS



### CREDIT ACHIEVEMENT RATES (%)



### INDUSTRY CASH CONTRIBUTION (%)



### NATIONAL QUALIFICATIONS ACHIEVED



### CREDITS REPORTED



### TRAINEE ETHNICITY (%)





# OUR HEROES



Mark and his wife Cathie, at right, pictured with Skills Active team member Linda Dorrington and Todd Maddock.



## Finding the emotional experience of exercise with the Skills Active Apprentice of the Year

When Mark Hurdle embarked on an apprenticeship with Skills Active Aotearoa, he and his wife didn't have children, and by the time he finished they were parents of two girls under two. He also went from managing one club, to overseeing 16 clubs and 160 people.

Each year the Apprentice of the Year award goes to a high-potential Skills Active trainee with commitment, passion and

diligence, who has the skills and qualifications to improve the wellbeing of New Zealanders, through the medium of sport, recreation or the performing arts. 2018 was the year that we celebrated Mark for all of these qualities and more. Mark has a passion for helping others to find and nourish their inner love of exercise.

“My fundamental belief is that emotions are infectious and if you love something you should pass it on to everyone that will listen,” he says.

“I learnt that early as a trainer, but also as a person who just did recreational exercise. I loved it, it made me feel better, and it made me feel like a better person.”

As he progressed in his career at CityFitness, Mark could see that by helping his staff to help others, it meant helping more people overall to enjoy exercise and all its benefits.

So, although he already had a degree in exercise, Mark decided to strengthen his people management skills, and he signed up for the Skills Active Gym Manager apprenticeship.

“I had no formal training or education around managing people, so I was just going with my gut... Here was a chance to validate what I was doing.”

Mark thrived in his apprenticeship and qualified with flying colours – all while also becoming a parent to two children, and taking on increasing responsibilities at work. These days, Mark is Regional Director of Fitness for CityFitness, based in

Christchurch. Accompanied by his wife Cathie, he accepted his 2018 Apprentice of the Year award at the New Zealand Recreation Awards in Auckland.



Richard taking the Blue Light programme to a local school.

## Blue Light Whakatane and Richard Hamer: Bringing people together on bikes!

Blue Light Whakatane and its coordinator Richard Hamer have been busy creating positive activities and programmes for children and young people in the community.

Blue Light is a national organisation with local branches, which aims to forge connections between the police and the public. Richard has been doing youth and community education work for 25 years, in both Wales and New Zealand. He is a keen cyclist, and has made bike education a central feature of Blue Light's work in the Whakatane area.

"Kids and teens enjoy biking, it's a relatively low-cost physical activity, it's fun and exciting, and you get to go into some really great environments," Richard says.

Not only does Blue Light get kids outdoors and give them new skills, but it also offers a positive and supportive space, he adds.

"It's a challenging time in their lives with all sorts of things happening. It's quite amazing how resilient kids are."

"In a normal week, at least two days will be outdoors, so I'm getting to do two things I love: working with young people, and mountain biking."

Richard already had his National Certificate in Recreation and Sport (Cycle Skills Instructor) with Skills Active, and decided to upskill by adding the National Certificate in Outdoor Recreation (Leadership) (Mountain Biking). After that, he became an assessor for both qualifications, which paved the way for him to help other local cyclists go through the training.

With Richard as the driving force, a number of experienced local bike riders have now completed one of these qualifications – growing the skills and capability of the community, and adding capacity to deliver more cycling programmes to the people of Whakatane, both young and old. Richard says the on-job training model is a great option for a volunteer-based organisation like Blue Light.

"I always felt in the past that I would have to go off somewhere to get trained and assessed, which put me off doing training. But having these programmes, which are practically based and locally delivered and assessed, is awesome."

## Raiha Ensor, a surfing success story and Māori sports scholar

Surfer Raiha Ensor, of Te Whānau a Apanui, Tainui, Ngāti Ranginui, Ngāi Te Rangī and Ngāi Tuhoē, was the 2018 recipient of the Skills Active Māori Sports Scholarship.

19-year-old Raiha is the current Women's National Surfing Champion, having taken out the title at the 2018 National Surfing Championships. She is also a member of the New Zealand Surfing team and aspires to qualify for the Tokyo Olympics in 2020, when surfing will be included for the first time.

Since 1999, the Māori Sports Scholarship has provided \$5,000 annually for promising and outstanding Māori athletes, through a partnership between Skills Active and Te Tohu Taakaro o Aotearoa Charitable Trust.

In 2018, it was open to any athlete of Māori descent, aged from 16 to 20, who was achieving outstanding results at regional, national or international level, and was committed to furthering their education.

Raiha is using the scholarship to fund both her studies and the costs of training and competing.

Skills Active chief executive Dr. Grant Davidson says the organisation was thrilled to be able to support such a hard-working and gifted young athlete, in a dynamic sport that highlights our beautiful marine environment.

"We have no doubt Raiha is destined for great achievements both in sport and in her education, and we are proud to be a part of her journey," Dr Davidson says.

"Each year there are many deserving young Māori athletes who could receive the scholarship. Although it is always difficult to select one scholar, it is exciting to see the huge breadth of talent and potential in the Māori sporting world."

Raiha with Skills Active board member Des Ratima who presented her scholarship award.





## Wilderness Guides gets its Qualworx international safety certification

Wilderness Guides is an adventure tourism company located on the Picton waterfront, at the doorstep of the Marlborough Sounds. They have been introducing visitors to the Sounds and the Queen Charlotte Track for nearly 20 years, through sea kayaking, mountain biking, and guided and independent walks.

Owners Juliet and Steve Gibbons come from guiding backgrounds. They completed their Adventure Activities certification with OutdoorsMark, and in 2018 they decided to expand on this by also getting an international certification for Wilderness Guides.

The company achieved its certification and is now ISO-21101 accredited – the international safety management standard for adventure tourism.

Juliet says they chose the international certification because they wanted to extend themselves and the business, and go further than the minimum requirement. It was a way to put their system through its paces and test it against the most rigorous standards.

“Whenever there is something we can do to go further, in terms of extending and improving the business, we see that as a real positive.” Juliet says a statement that she once heard at an event has stuck with her over the years: Safety is not your competitive edge.

“For us safety is fundamental. It’s not about a marketing advantage, it’s about ensuring you are looking after your customers and providing them with a safe and fun experience, whatever environment you’re working in.

“So of course the ISO accreditation is known and trusted internationally, and we thought that would be a great added bonus, but the real value for us was in going through the process itself.”

## Setting the stage for a performing arts career with Jaydin Shingleton

Jaydin (Jay) Shingleton is a budding technician at the NBS Theatre in Westport, and in 2018 he started his on-job training journey, signing up for the newly launched Skills Active New Zealand Certificate in Entertainment and Event Operations (Level 3).

Jay looks after everything from projectors and microphones for meetings, right through to full-on productions requiring rigging, lighting, sound and more. The NBS Theatre also has two cinemas and Jay looks after the cinema screens as well.

He likes learning and experimenting with technology, which has helped him get up to speed. He had never used a lighting desk before getting the job, he says, but after “throwing [himself] in at the deep end” a few times he quickly got the hang of it.

Jay’s manager Debbie Crackett thought it would be good for him to get the chance to work in a bigger venue with a larger crew. Then she heard that the ASB Civic Theatre in Blenheim was in need of another pair of hands for a short time.

[Jaydin at the ASB Theatre.](#)



So Debbie sorted out a plan for Jay to head off to Blenheim for a few weeks to join the ASB crew as a “pack-in-pack-out” for the run of the Royal New Zealand Ballet.

While Jay was there, he worked as a mechanist and in the fly tower (the large space above the stage from which sets are hung), which he hadn’t done before. He also picked up some good ideas to bring back to Westport.

Asked what he has learnt on the job so far, Jay can rattle off a long list of professional skills – wrapping up theatre drapes to prevent them getting wrinkled, multiple techniques for coiling and wrapping cables, and much more. He adds, however, his learning journey that has been bigger than the sum of its parts.

“If I’ve learnt anything from past experiences and even just observing people, it’s that our job can be quite hard sometimes! Whether it’s a lengthy night, heavy equipment, angry people, or a lot of time spent in awkward positions or places. It’s just best to stay calm and happy because you only make things difficult for yourself and others when you’re moody.

“I have also learnt that I have the best job in the world, because it’s something that I enjoy!”



Patrick and Theresa with their award.

## The Lab Training Centre strengthens its community through exercise on-job training

Napier's The Lab Training Centre, and its co-owners Patrick and Theresa O'Brien, were the recipients of not one but two Skills Active awards in 2018, showcasing their stunning success as a community exercise business.

In November, The Lab received the Te iti kahurangi Award. This award recognises an organisation that engages with on-job training to support staff and promote qualifications and professionalism in the exercise industry.

Patrick and Theresa accepted their award at the New Zealand Exercise Industry Awards in Auckland, before an audience of their fitness peers.

Just one month later in December, they were also the proud winners of the Skills Active Small Business award, which goes to a small or medium business which applies on-job training as a tool to address current and future workforce challenges.

Patrick and Theresa say that everything they do at the gym is motivated by the people around them, their members and staff.

"We welcome and embrace all shapes, sizes, ages and abilities. We foster a no judgement, no mirrors, no excuses philosophy which draws in people from all walks of life," Patrick says.

As well as classes and machines, the gym also has health and wellbeing services such as stop smoking services, goal setting

seminars, nutrition planning and pastoral care for its young academy members.

In 2018, five Lab staff members enrolled in on-job qualifications through Skills Active, while Patrick and Theresa became qualified assessors to help support these learners.

When long-time gym members show an interest in becoming trainers, it's a great opportunity for The Lab to bring them on as staff and help them to get qualified, Patrick says.

"The greater purpose of The Lab is to provide opportunities for our members and community. So we saw this as an excellent way to grow our own people, rather than bring in outside trainers who don't understand our values, or the culture we've built.

"The Lab is pleased to partner with Skills Active to support staff who wish to pursue careers in sport and fitness, by providing affordable and accessible industry-based training," he says.



Going through the training as a team.

## Making on-job training fun and fresh at H<sup>2</sup>O Xtream

H<sup>2</sup>O Xtream in Upper Hutt is all about providing a fun family experience for water-lovers, so when the team completed Skills Active on-job training together, they put their own stamp on it and made the process lots of fun.

For Kristin Raynes, Assistant Manager Operations and her team, safety and customer service are at the centre of everything they do. That's why the organisation decided to roll out the New Zealand Certificate in Sport, Exercise and Leisure Operations (SELO) in 2018.

The core framework of SELO allows the organisation to train staff in its purpose, vision and values, its structure and reporting lines, principles of health and safety, plus customer service and professionalism. But Kristin and her colleague Loren Marine went above and beyond, to extend the content and make the training days extra fun, thought-provoking and unique to H<sup>2</sup>O Xtream.

“Everyone has a different way of learning. When you are dealing with lifeguards, often they are quite on-the-go sort of people. They are usually standing on poolside,” says Kristin. “So we were thinking: How are we going to keep them entertained over two and a half days?”

The trainees brainstormed together and had writing sessions where they filled out their workbooks, and the managers were on hand to answer questions and help with thought processes.

They made sure to break up the sessions with lots of practical activities that got people out of their seats.

There was a health and safety tour, a “human knot” team building activity, videos to watch and discuss, plus quizzes, prizes, challenges and role playing.

Much of the assessment was covered off in the role play scenarios during the training days, and the rest of the evidence will be observed and collected by team leaders in the weeks following the training.

Kristin says she and Loren put a lot of work into preparing the training, but the payoff was that the training days went really smoothly and the team enjoyed the process.

“Everything came together really nicely,” Loren adds. “We got a lot of appreciation from the staff as well; the feedback was that they really enjoyed the way we delivered it, which was fantastic.”

H<sup>2</sup>O Xtream has plans to put all new full-time staff through SELO going forward.

“These guys flew through it because they already know a lot of the content,” Kristin says. “Our new employees tend to be straight out of school and new to the industry, so it's a really good tool to get them started around the vision and the purpose of the facility.”



## Gavin Stoddart and Club Active creating opportunities for volunteers

Gavin was nominated by his colleague Gillian Christian, who is also an award-winning Skills Active assessor. Gillian said the dedicated volunteer system he headed up was highly successful, and praised his focus on mentoring and emphasis on volunteers learning new skills in situ.

“Talented people like Gavin put in the hard work because they love what they do, and they are passionate about the difference that exercise – and qualified exercise professionals – make in people's lives,” says Skills Active chief executive Dr Grant Davidson.

“It's exciting for us to be able to give him some much-deserved recognition for the part he plays in making this country a happier and healthier place.”

The 2018 Skills Active Volunteer Development Award went to Gavin Stoddart, fitness team leader at Club Active Kilbirnie, which is part of the Wellington Regional Aquatic Centre.

Part of Gavin's role is recruiting and coordinating the volunteers who contribute to the exercise programme at Club Active, and this includes supporting them to complete on-job qualifications.

Often the volunteers are people considering a career change into the world of fitness, and getting their first qualification is a major boost to their professional exercise pathway.



Cam at right.

## Cameron Soulsby scales new career heights at The Remarkables thanks to on-job training

Cam Soulsby had all sorts of ideas about what he might do as a job, but being the manager of lift operations at a ski field wasn't on his radar.

Now he has been at The Remarkables for six winter seasons, and the broad range of work that he gets to do is part of what keeps him coming back for more.

"After I left university I got a job up here at The Remarkables and really loved it... and eventually decided that perhaps it was something that I could turn into a career," Cam says.

"I love learning and I'm always keen to keep improving and looking for opportunities to push myself further in my job."

Cam has progressed through a comprehensive pathway of Skills Active qualifications to get to where he is today – he holds National Certificates in Tourism (Core Skills), Snowsport

(Aerial Lift Operations), Adult Education and Training, and Mountain Facility Operations (Lift Operations).

He is also a registered Skills Active assessor, supporting his staff to get qualified, and making decisions on their competency across a wide range of skills, from mountain operations through to adult education and business administration and management.

"My role up here is really varied. Everything from spending time in the office, working with my staff and developing them, to being out on the lifts helping out.

"I love working up here because I get to work with an awesome crew of people, I get to meet a new team every season from all round the world, and we just have a lot of fun while we work."



Nick (left) with a coaching client.

## Getting qualified out on the green with Skills Active Aotearoa apprentice Nick Loach

Nick Loach was drawn to golf from a young age because of its flexibility and freedom, and now he's sharing that passion with others as a self-employed golf pro and coach.

Nick completed his Recreation and Sport Coach/Instructor apprenticeship through a partnership between Skills Active and the Professional Golf Association (PGA) of New Zealand, which allows trainee golf professionals to gain a nationally-recognised apprenticeship while they work.

Nick and his fellow apprentices have to work full-time, keep on top of a steady stream of assignments in business, management and more – and must maintain a strong playing average, while taking part in 20 qualifying rounds each year.

Nick was able to take all this in his stride because of his passion for the sport.

"When I was nine, I was playing soccer seven days a week and

that was my life," Nick says.

"I started getting into golf because I could come and play and practice when I wanted and how I wanted and with whoever I wanted.

"Having come from football where you are always practising with the same people at the same place, it was that freedom that attracted me to golf. During the holidays, Dad would drop me off at the golf club on the way to work, and I'd hang out there for eight to ten hours a day."

The apprenticeship helped Nick to add some structure to complement his natural affinity for playing and coaching.

"In the past, I had never thought about planning for a whole year. So I bought a diary and a big wall planner and that helped to get me sorted. I am certainly more organised now with everything that I do."

Having completed his apprenticeship, Nick plans to keep building his business and spreading the love of golf through his coaching in schools and golf clubs around Nelson.

"We need to put in stepping stones to improve the pathways for kids playing golf down here, and to change the image away from being an 'old person's sport'," Nick says.



## Lifting up the learning at Mt Ruapehu

In 2018, Skills Active and Mt Ruapehu (Ruapehu Alpine Lifts - RAL) teamed up for a project to strengthen the skill base of the lift operations teams at Turoa and Whakapapa.

RAL was keen to use the New Zealand Certificate in Mountain Facility Operations – Lifts strand, and asked Skills Active to optimise the qualification so that it was tailored to RAL's needs.

Because of the rigours of the lift crew's work, and the demanding, fast-paced alpine environment in which they operated, the delivery of the training and assessment had to be lean, smart and adaptable.

It also needed to be highly customised to fit in with RAL's own materials, systems and processes so that it could slot in naturally with the lift crew's work.

And timeframes were tight – with two popular ski areas and a busy season ahead, RAL needed its lift crew to be competent in the basics of lift operations by week three of training. The rest of the season allowed for ongoing on-job training and assessment.

Together, Skills Active and RAL developed an assessment model that used the collection of ongoing observational evidence, displayed on a wall chart, as well as photo evidence to verify trainee competency. New in-house assessors were trained up to support the system, and new training and assessment materials were created, in RAL's style and with its own Safety Management Framework embedded within.

Meanwhile, RAL had wraparound support for the project from Skills Active, with learning support advisor Carolyn Verhagen on hand to help out, plus extra guidance and oversight from snowsport industry specialist Steve Richens and programme developer Lorna Gillespie.

At the end of the season, Whakapapa and Turoa gave their feedback on the project, with both sides of the mountain reporting a positive experience for both trainees and assessors.

"Skills Active have been incredibly supportive in tailoring qualifications to meet our specific needs," says RAL human resources manager Sarah Webster.

"Their innovative approach and openness to developing measures and standards aligned with both NZQA requirements and our unique business operations have enabled us to achieve

buy-in from our leadership. It has also ensured our team is held to consistent performance measures while achieving a recognised qualification that they can take away with them," Ms Webster says.

"The involvement from Skills Active has been inclusive and always with our needs at the forefront of everything we've worked to do together. Thanks Carolyn, Lorna and Steve for helping to take our lift operations to the next level."



Fay centre back.

## Exercise for every body with Fay Walker

Fay Walker is a woman on a mission to help people starting their fitness journey.

Fay enrolled as a Skills Active trainee in 2018. As a volunteer for Pacific Health in Porirua, she was working in community exercise and was able to pursue her group fitness qualification at the same time.

“Me and my sisters, we are big girls,” Fay says. “One of the things that held me back from exercising was that I didn’t want to go to a gym where I felt like people would look at me differently. And actually, they are not looking at you - they are all busy working out. But I just didn’t feel comfortable there.”

Now, Fay is hard at work developing a unique service, ready to take out into the community once she’s qualified: 3 Digits is a chair-based class, especially designed for those who are 100kg

plus, with a strong Pasifika theme. The modified exercises are low-impact and much safer for heavier people and those with limited mobility.

Fay’s family have been an incredible support crew, she says. Her younger sister is one of her biggest motivators. Based in Australia, she has spent the past year recovering from a heart attack, which cost her her mobility – now she either uses a wheelchair or has to wear special boots in order to walk. She was just getting into exercising before the heart attack happened.

While 3 Digits is open to everyone and whole families take part, Fay is also doing one-on-one fitness coaching for women only – especially for those who are new to fitness or recovering from an injury. She is on a mission to empower other women to exercise, and to share the message that being fit doesn’t mean you have to be skinny.

“Women who have never done any exercise can try it. It gives them that confidence to get started. There shouldn’t be any barriers to wanting to have a better life.”



## Skills Active assessors at the heart of on-job training

As the industry training organisation for sport, recreation and the performing arts, Skills Active is in the business of supporting workplaces to get staff qualified to consistent standards. But it can’t do this job by itself.

“Assessors are the cornerstone of a skilled workforce,” says Jeremy Busby, Skills Active quality advisor and assessor liaison.

“They play a key role in supporting learners and maintaining the quality of our qualifications.”

Jeremy started out as a primary school teacher before moving into adult education, with a focus on job skills for the long-term unemployed, and then literacy and numeracy. He had been with Skills Active for about 18 months as a moderator when, in 2018, he stepped up to take on the position of assessor liaison – a role dedicated to working with the 600-strong crew of registered Skills Active assessors.

Skills Active’s assessor pool includes workplace assessors, who are responsible for the assessment workload within their own organisation, and ‘roving assessors’, who are out and about providing assessment services for other organisations.

Jeremy helps new assessors navigate the registration process, does training, facilitates workshops and forums, and is always

available at the other end of the phone for guidance, advice and curly questions.

He also continues to do moderation. This is the work of ensuring assessors are making sound decisions, consistent with the qualification requirements and unit standards. Assessors are one of Skills Active’s most prized assets, Jeremy says.

An ITO is all about supporting workplaces to improve the skill set of their workforce. Part of that is recognising achievement where it exists, and recognising it formally with unit standards and qualifications. We cannot do that without someone making a judgment on our behalf that the trainee has reached a standard of competence.

“So our workplace assessors are very carefully chosen. They are effectively our eyes and ears at the workplace, telling us that this person is now at the point of being ready to be awarded a qualification.”

Jeremy says seeing learners succeed has been his chief motivation throughout his career.

“I love seeing our assessors helping trainees put into practice the skills they have gained through the opportunities they’ve been given. For myself, Skills Active and the workplace, it’s also an opportunity for us to share in that success and celebrate it, and to be energised by it.”



## Walking the talk: Skills Active learning support advisor moves into programme development role

For all of Skills Active’s workplaces and trainees in the Wellington and Wairarapa region, Andrea Bramley is a friendly and familiar face. As a learning support advisor (LSA), Andrea’s job involves getting out and about and supporting people who are engaging with industry training through Skills Active.

In 2018, Andrea completed the National Certificate in First Line Management (Level 4) and the National Certificate in Adult Education (Level 4). After that, she progressed on to the Level 5 Adult Education certificate. Now, Andrea is hanging up her

LSA hat, and taking on the role of programme development facilitator.

“I just knew that this was where I wanted my career to go,” Andrea says.

Andrea attended two workshops in Auckland which involved travel, accommodation and course costs. Skills Active contributed a portion of the course costs as part of her professional development.

Andrea firmly believes that where there’s a will, there’s a way. “I really thrived and enjoyed making it all happen. I absolutely love learning and upskilling – it’s given me a new zest for life. With all of this exciting learning, the last six months has been the happiest I’ve been for a long time.”

A big highlight for her was joining the project team for the new group exercise qualification that Skills Active is developing, and helping to write some assessments as part of her own qualification.

“That was fascinating – I got to practice on something in real life. It helped that it was in my area of expertise, group fitness.”

Andrea says that in her new role, it feels like she has travelled full circle from the customer end of the industry training process, back to the start where the programmes are first developed.

As an LSA she walked alongside people as they completed the training. In programme development, she is now helping to create the training – always with an eye on how it will be experienced by the learners with whom she spent so much of her time.

All learners have “hidden treasures” inside them waiting to be drawn out, Andrea says.

“This could be a working mum who enrolls into a qualification that validates everything she already knows and she already does at work – once she’s got that qualification she can earn a bigger income for her family.

“Or it might be a person who has lots of potential, and by doing the qualification they can explore that potential and build up their skills.”

“I love being part of the process to help people grow and reach their potential and expand themselves.”



# OUR ORGANISATION

# Organisational achievements

How far we've come:



# In 2018



# Directors' disclosure

Board member	Interest	Meetings attended
Des Ratima ONZM	<p>Whakatū Kōhanga Reo – Chair</p> <p>Te Whanautahi Charitable Trust – Chair</p> <p>Te Roopu Kaitiaki O Te Wai Māori – Company Manager</p> <p>Board of Trustees, Mangateretere School - Chair</p>	<p>5/6 Board meetings, AGM, strategic planning meeting, 3/3 Titiro Anga Whakamua meetings, CE Performance Evaluation Committee meeting</p>
Butch Bradley (re-elected 8 June 2018)	<p>Te Ara a Māui Inc (Māori Regional Tourism Board) – Chair, Director</p> <p>Business Development Manager, World Travellers (from 1/4/18)</p> <p>Director, World Travellers Ltd (from 5/7/18)</p> <p>Director, Radio A Ltd (from 7/12/18)</p>	<p>6/6 Board meetings, AGM, strategic planning meeting, 3/3 Titiro Anga Whakamua meetings</p>
Andrew Gunn	<p>Snake Point Lodge Limited – Director</p> <p>Professional IQ College – Director (until 1/7/18)</p> <p>Bertney #35 Limited – Director</p> <p>Trafalga Nominees – Director</p> <p>Kokoroa Farms – Director</p>	<p>4/6 Board meetings, 4/6 Audit and Risk Committee meetings, CE Performance Evaluation Committee meeting, AGM, strategic planning meeting, 3/3 Titiro Anga Whakamua meetings</p>

Board member	Interest	Meetings attended
Sam Napia	<p>Thames-Coromandel District Council – Director, Strategic Relationships and Projects (until 27/4/18)</p> <p>Director, Freedom Excel Limited (from 31/8/18)</p>	<p>6/6 Board meetings, 6/6 Audit and Risk Committee meetings, AGM, strategic planning meeting, CE Performance Evaluation Committee meeting, 2/3 Titiro Anga Whakamua meetings</p>
Alexander Brunt (re-elected 8 June 2018)	<p>Royal Australia and New Zealand College of Radiologists – General Manager (until 26/2/18)</p> <p>New Zealand Radiology Education Trust – Executive Director (until 26/2/18)</p> <p>Ministry of Education (from 26/2/18)</p>	<p>5/6 Board meetings, 6/6 Audit and Risk Committee meetings, AGM, strategic planning meeting, CE Performance Evaluation Committee meeting</p>
Stephen Gacsal (re-elected 8 June 2018)	<p>Register of Exercise Professionals – Registrar</p> <p>ICREPs – Board Member</p> <p>TROQ working group – Fitness/Exercise Representative (until 31/8/18)</p>	<p>5/6 Board meetings, 5/6 Audit and Risk Committee meetings, CE Performance Evaluation Committee meeting, AGM, strategic planning meeting</p>
Wendy Sweet	<p>Personal Training Company - Director</p>	<p>5/6 Board meetings, 6/6 Audit and Risk Committee meetings, AGM, strategic planning meeting, 3/3 Titiro Anga Whakamua meetings</p>

# Skills Active shareholder allocations

## COMMUNITY RECREATION

New Zealand Recreation Association Incorporated	33
Water Safety New Zealand Incorporated	33
National Council of YMCAs of New Zealand Incorporated	34

## EXERCISE

Exercise Association of New Zealand	100
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## PERFORMING ARTS

Entertainment Venues Association of New Zealand (EVANZ)	33
Dance Aotearoa New Zealand Limited	34
Entertainment Technology New Zealand	33

## SPORT

Sport and Exercise Science New Zealand Incorporated	100
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## OUTDOOR RECREATION

Christian Camping New Zealand Incorporated	20
Education Outdoors New Zealand Incorporated	20
New Zealand Mountain Safety Council Incorporated	20
New Zealand Outdoor Instructors Association Incorporated	20
Sir Edmund Hillary Outdoors Education Centres	20

## SNOWSPORT

New Zealand Snowsport Instructors Alliance Incorporated	25
NZ Snow Industries Federation Incorporated	25
NZ Snowsports Council Incorporated	25
Ski Areas Association (New Zealand) Incorporated	25

## NGĀ MAHI A TE RĒHIA

Aotearoa Māori Providers of Training Education and Employment (AMPTEE)	60
Aotearoa Māori Tennis Association Incorporated	60
Handball New Zealand	60
Hauraki Māori Trust Board	60
Te Tohu Taakaro o Aotearoa Charitable Trust – National Māori Sports Awards	60
New Zealand Māori Rugby Board	60
Te Arawa Lakes Trust	60
* Te Kaunihera Hauwai Māori o Aotearoa	60
Te Roopu o te Pātaka	60
Whakaruruhau Ngā Mahi ā Te Rēhia	60

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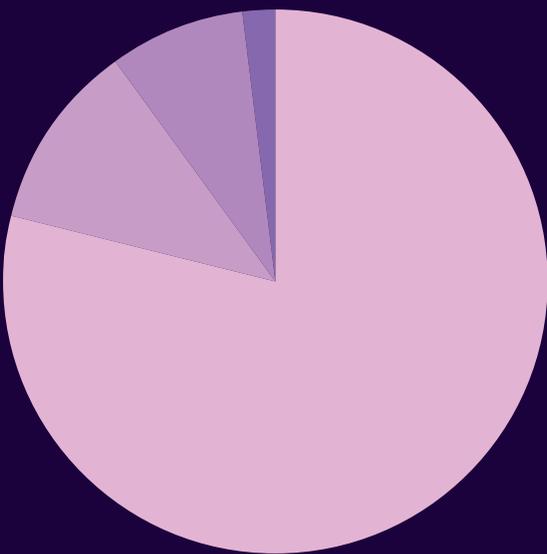
**TOTAL SHARES 1200**

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\* Shareholder in default (a shareholder that has not attended or been represented at a Skills Active AGM for two consecutive years)

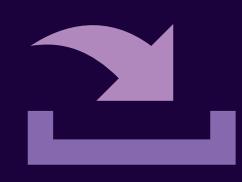
# Financial snapshot

## Money in



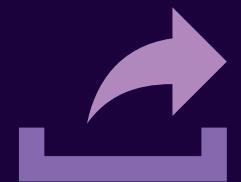
- Government Grants** ..... **\$5,895,760**
- Subscriptions and Fees** ..... **\$801,919**
- Qualworx** ..... **\$343,307**
- Interest** ..... **\$121,179**
- Total** ..... **\$7,162,165**

## Total Operating Income



**\$7,162,165**

## Total Expenditure



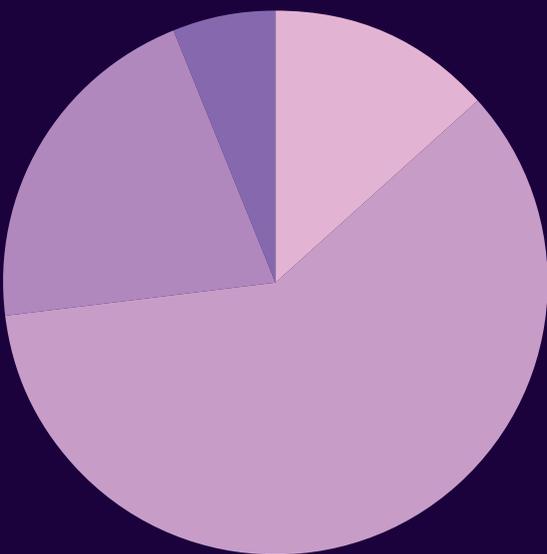
**\$7,118,774**

## Operating Surplus



**\$43,391**

## Money out



- Cost of Sales** ..... **\$838,804**
- Employee Expenses** ..... **\$4,443,317**
- Operating Costs** ..... **\$1,406,839**
- Client Servicing** ..... **\$429,814**
- Total** ..... **\$7,118,774**

## Operating Surplus





**INDEPENDENT AUDITOR'S REPORT  
TO THE SHAREHOLDERS OF SKILLS ACTIVE AOTEAROA LIMITED**

**Opinion**

We have audited the consolidated financial statements of Skills Active Aotearoa Limited ("the Society") and its subsidiary (together, "the Group"), which comprise the consolidated statement of financial position as at 31 December 2018, and the consolidated statement of comprehensive revenue and expense, consolidated statement of changes in net assets/equity and consolidated cash flow statement for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2018, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") issued by the New Zealand Accounting Standards Board.

**Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (New Zealand) ("ISAs (NZ)"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 (Revised) Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Society or its subsidiary.

**Directors' Responsibilities for the Consolidated Financial Statements**

The directors are responsible on behalf of the Group for the preparation and fair presentation of the consolidated financial statements in accordance with PBE Standards RDR, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

**Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud, error or design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

**Who we Report to**

This report is made solely to the Society's Directors, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's Directors, as a body, for our audit work, for this report or for the opinions we have formed.

**BDO Wellington Audit Limited**  
Wellington  
New Zealand  
2 May 2019

# Financial statements

## STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES FOR THE YEAR ENDED 31 DECEMBER 2018

Revenue	Note	2018(\$)	2017(\$)
<b>Industry Contributions</b>			
NZQA moderation rebate		189,075	203,453
Workplace fees and registration fees		612,844	654,068
		<b>801,919</b>	<b>857,521</b>
<b>Qualworx</b>	4	<b>343,307</b>	<b>569,879</b>
<b>Total Revenue from Exchange Transactions</b>		<b>1,145,226</b>	<b>1,427,400</b>
<b>Tertiary Education Commission</b>			
Industry Training Fund (ITF)	5	5,847,760	5,850,229
Sector Leadership Fund		–	50,000
Qualification Development Fund		48,000	–
<b>Total Revenue from Non-exchange Transactions</b>		<b>5,895,760</b>	<b>5,900,229</b>
<b>Total revenue</b>		<b>7,040,986</b>	<b>7,327,629</b>
<b>Less cost of sales</b>	6	<b>883,395</b>	<b>966,063</b>
<b>Gross Surplus</b>		<b>6,202,182</b>	<b>6,361,566</b>
<b>Expenses –</b>			
Employee benefits expense	7	4,443,317	4,339,311
Other operating costs	8	1,406,839	1,277,230
Client servicing and training resources	9	429,814	470,805
<b>Total expenses</b>		<b>6,279,970</b>	<b>6,087,346</b>
<b>Surplus/(Deficit) before financing income</b>		<b>(77,790)</b>	<b>274,220</b>
<b>Interest income</b>		<b>121,179</b>	<b>100,333</b>
<b>Surplus/(Deficit) for the year</b>		<b>43,391</b>	<b>374,553</b>
<b>Total Comprehensive Income</b>		<b>43,391</b>	<b>374,553</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2018

	Note	2018(\$)	2017(\$)
<b>Equity at the beginning of the year</b>		5,639,730	5,265,177
Surplus/(Deficit) for the year		43,391	374,553
Other Comprehensive Income for the year		–	–
<b>Total Comprehensive Income for the year</b>		<b>43,391</b>	<b>374,553</b>
<b>Equity at the end of the year</b>	10	<b>5,683,120</b>	<b>5,639,730</b>

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2018

	Note	2018(\$)	2017(\$)
<b>Cash Flows from Operating Activities</b>			
Receipts from customers		6,997,080	7,236,648
Payments to suppliers and employees		(6,750,843)	(7,089,933)
Proceeds from Interest Income		121,179	100,332
		<b>367,416</b>	<b>247,047</b>
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		–	–
Payment for property, plant and equipment		(268,610)	(77,518)
Other cash items from investing activities		(1,110,047)	(97,144)
		<b>(1,378,657)</b>	<b>(174,662)</b>
<b>Cash Flows from Financing Activities</b>			
Other cash items from financing activities		–	–
<b>Total Cash Flows from Financing Activities</b>		<b>–</b>	<b>–</b>
<b>Net Cash Flows</b>		<b>1,011,241</b>	<b>72,385</b>
<b>Cash Balances</b>			
Cash and cash equivalents at beginning of period		1,784,924	1,712,539
Cash and cash equivalents at end of period		773,683	1,784,924
<b>Net change in cash for period</b>		<b>1,011,241</b>	<b>72,385</b>

STATEMENT OF FINANCIAL POSITION  
FOR THE YEAR ENDED 31 DECEMBER 2018



	Note	2018(\$)	2017(\$)
<b>Current Assets</b>			
Cash and cash equivalents	11	773,683	1,784,924
Short term deposits	12	4,208,085	3,098,038
Receivables	13	656,402	593,424
Prepayments		157,704	191,660
		<b>5,795,873</b>	<b>5,668,046</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	14	477,973	430,371
Intangible assets	15	81,173	50,000
		<b>559,146</b>	<b>480,371</b>
<b>Total Assets</b>		<b>6,355,019</b>	<b>6,148,417</b>
<b>Current Liabilities</b>			
Trade payables		308,447	176,670
Employee benefits payable		196,483	183,654
Goods & services tax payable		147,899	148,363
Income in Advance		19,071	-
		<b>671,900</b>	<b>508,687</b>
<b>Net Assets</b>		<b>5,683,120</b>	<b>5,639,730</b>
<b>Equity</b>			
Shared capital		-	-
Retained earnings	10	<b>5,683,120</b>	<b>5,639,730</b>
<b>TOTAL EQUITY</b>		<b>5,683,120</b>	<b>5,639,730</b>

For and on behalf of the Board

Sam Napia  
Chair  
2 May 2019

Alexander Brunt  
Chair Audit & Risk  
2 May 2019

NOTES TO AND FORMING PART OF THE FINANCIAL  
STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018



### 1. Reporting entity

Skills Active Aotearoa Limited is a Company incorporated in New Zealand, registered under the Companies Act 1993. The Company is the Industry Training Organisation for the Sport, Exercise, Recreation and Performing Arts industries of New Zealand. The registered office of the Company is

14 Sages Lane, Te Aro, Wellington. The financial statements of the Company are for the year ended 31 December 2018. The financial statements were authorised for issue by the Directors on 2 May 2019.

### 2. Statement of compliance and basis of presentation

The financial statements have been prepared in accordance with International Public Sector Accounting Standards adopting the New Zealand Framework for Public Benefits Entities Not-For-Profit Reduced Disclosure Regime. The Company is a reporting entity for the purposes of the Companies Act 1993, the Financial Reporting Act 1993 and the Charities Act 2005.

(NZD). All financial information presented has been rounded to the nearest dollar.

The financial statements are prepared on the historical cost basis.

These financial statements have been prepared in accordance with PBE IPSAS (NFP) RDR. The Company qualifies for PBE IPSAS (NFP) RDR status as it has no public accountability and total expenses of less than \$30m.

The Directors have approved these financial statements on a going concern basis. The Directors have concluded the going concern basis is appropriate, as Skills Active Aotearoa Limited has obtained funding from the Tertiary Education Commission (TEC) for the 2018 calendar year and indicative funding for the 2019 calendar year.

The financial statements are presented in New Zealand Dollars

### 3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

#### a) Revenue

Revenue is identified as either exchange or non-exchange. A transaction is classified as an exchange transaction if it has all of the following three components otherwise it is classified as non-exchange:

- There are two parties that have agreed to enter into the transaction
- There is a direct exchange of economic benefits or service potential between the parties
- The exchange is of approximately equal value

#### i) Revenue from non-exchange transactions

##### i. ITF and Apprenticeship Funding

Skills Active receives funding from the Tertiary Education Commission based on Standard Training Measures (STMs). The income is recognised when received in accordance with contracted delivery and when conditions of the agreement are met. Any potential repayment of funding is an end of year clawback adjustment due to over-funding by TEC and is recognised as a liability in the Balance Sheet. This revenue is considered non-exchange on the basis that TEC does not receive a direct benefit from the funding.



ii. Workplace and registration fees

Workplace and registration fees are recognised in the year which the related programme commences. This revenue is considered non-exchange on the basis that the fees are significantly subsidised by TEC, so the transaction is not of approximately equal value.

iii. Sector Leadership Funding and Qualification Development Funding

Revenue is provided from TEC as a contribution towards the cost of Skills Active's part of the Targeted Review of Qualifications Programme. There is no use-or-return requirement on this revenue and no liability is recognised for amounts not yet spent at balance date. This revenue is considered non-exchange on the basis that TEC does not receive a direct benefit from the funding.

iv. Other TEC Funding

Other TEC funding is recognised in the year that the funding conditions are fulfilled. This revenue is considered non-exchange on the basis that TEC does not receive a direct benefit from the funding.

ii) Revenue from exchange transactions

i. NZQA Moderation Rebate

NZQA moderation rebate is recognised when received, in the year which the related moderation occurs. This revenue is considered exchange on the basis that this is essentially a full-cost recovery subcontracting arrangement with NZQA, who holds ultimate responsibility for moderation of tertiary level qualifications.

ii. Qualworx

Qualworx revenue is received in exchange for the provision of audit services. Revenue is recognised at the point that the audit is completed and an audit certificate has been issued. This is consistent with PBE IPSAS 9 which requires that revenue is only recognised when the significant act is completed, that being the issuance of the audit certification. Qualworx revenue is considered exchange on the basis that the audits are of direct benefit to those audited, and that the fees reflect an approximately equal exchange in value. Qualworx cost of sales is recognised when work is performed and the invoice from the third party is received.

iii) Interest income

Interest income is recognised as it accrues, using the effective interest method.

b) Property, plant and equipment

Property, plant and equipment are recognised at cost, less depreciation. All assets are depreciated using the straight-line method and with the following useful life parameters:

Asset Life	Expected Useful Life	Residual Value
Motor Vehicles	4 years	20%
Computer Equipment	3-4 years	-
Office Equipment	4-5 years	-
Office Furniture	10 years	-
Telecommunications Equipment	2 years	-
Leasehold Improvements	Length of the Lease	-

Subsequent costs are added to the carrying amount of an item of property, plant and equipment, when that cost is incurred, if it is probable that the future economic benefits embodied within the item will flow to the Company and the cost of the item can be measured reliably. All other costs are recognised in the Statement of Comprehensive Income when incurred. The residual value of assets is reassessed annually.

c) Leases

The Company leases certain office equipment, vehicles and buildings. Operating lease payments, where the lessors effectively retain substantially all of the risks and benefits of ownership of the leased items, are recognised in the determination of the operating surplus in equal instalments over the lease term.

d) Intangible Assets

An intangible asset is recognised only if all of the following conditions are met:

- An asset is controlled by the Company as a result of past events;
- It is probable that the asset created will generate future economic benefits; and
- The cost of the asset can be measured reliably.



Intangible assets are categorised into those with finite lives and those with indefinite lives. Intangible assets with finite lives i.e. software is amortised using the straight-line method with a useful life of 2 years and no residual value. Where an intangible asset cannot be recognised, the expenditure is charged to profit or loss in the period in which it is incurred.

On 1st May 2014, the Intellectual Property and Trademarks of OutdoorsMark were purchased from Outdoors New Zealand.

The residual value of intangible assets is reassessed annually.

e) Trade and other receivables

Trade and other receivables are stated at cost less impairment losses.

A provision for impairment of trade receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original receivable terms. Subsequent recoveries of amounts previously written off are credited against other income.

f) Employee benefits

The Company's net obligation in respect of annual leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using current pay rates and actual leave accrued. The Company has no obligation in respect to defined contribution pension plans, long service leave, or share-based payment transactions.

g) Income tax

The Company is registered with the Charities Commission under the Charities Act 2005, and is therefore exempt from tax.

h) Goods and services tax

All items are stated exclusive of GST except for trade receivables and trade creditors that are stated inclusive of GST.

i) Cash and cash equivalents

These include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily

convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

j) Short term deposits

Short term deposits are Bank held term deposits with maturities of 3 months or greater from inception. Short term deposits are recognised at the face value of the deposit plus any accrued interest.

k) Trade and other payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

l) Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

m) Financial Instruments

Financial instruments are recognised in the Balance Sheet when the Company becomes party to a financial contract. They include cash balances, deposits, bank overdraft, receivables, and payables. The business invests funds only with entities with satisfactory credit ratings. Exposure to any one financial institution is restricted in accordance with the business' policy.

Liabilities at amortised cost, and loans and receivables are initially recorded at cost and subsequently carried at amortised cost using the effective interest method. Due allowance is made for impairment of non-financial assets.

n) Changes in Accounting Policy

The accounting policies adopted are consistent with those of the previous year.



Income	2018(\$)	2017(\$)
<b>4. Qualworx Revenue</b>		
Annual JASANZ Fee	15,386	17,449
Audit Fees	300,219	463,172
Disbursements	16,348	58,298
Worksafe	11,355	30,960
	<b>343,307</b>	<b>569,879</b>

The primary source of audit income is from Adventure Activity Audit Certifications. This certification is given for a three year period and commenced in November 2014. This three yearly

revenue cycle produced a higher level of revenue in 2014 and 2017. Disbursements and Worksafe revenue is linked to this certification cycle.

#### 5. Tertiary Education Commission Revenue

Approximately 80% of total income is derived from the contract with the Tertiary Education Commission (TEC). The Company has received a gazetted five-year re-recognition by TEC as the Industry Training Organisation for the Sport, Fitness and Recreation sectors (expiring 26 June 2019).

An investment plan has been established with the TEC resulting in a contract for the 2019 calendar year and an indicative investment level for the 2020 calendar year. The terms of the contract to provide services does not guarantee any further contracts with the TEC.

	2018(\$)	2017(\$)
<b>Industry Training Fund (ITF)</b>		
ITF Funding – Core	5,225,920	5,235,104
ITF Funding – Growth Fund	112,240	114,729
Apprenticeship Funding	509,600	500,396
<b>Net TEC Income</b>	<b>5,847,760</b>	<b>5,850,229</b>



#### 6. Cost of Sales

	Note	2018(\$)	2017(\$)
Apprentice Subsidy		27,071	18,714
Assessment Fee		30,091	30,367
Certificate and Card Printing		10,346	10,271
Mentoring/Full Service Model		–	8,000
NZQA Administration Fee		245	2,425
NZQA Credit Reporting		277,803	279,104
NZQA Managing Consistency		59,440	30,727
NZQA Programme Consultation		9,160	12,357
NZRA PLPC Fees		30,000	30,130
Resource Courier Costs		33,304	43,708
Resource Printing		151,462	176,465
SAMs		14,832	14,032
		<b>643,755</b>	<b>656,300</b>
<b>Qualworx</b>			
Auditor Fees		128,314	210,372
Auditor Moderation		1,879	430
Auditor Training		906	12,267
Certificate Printing		3	3,040
Disbursements		18,304	33,948
Auditor Insurance		8,901	6,600
JASANZ Fees		23,177	18,407
Specialist Advice and Consultation		598	–
Worksafe Fees		12,965	24,700
		<b>195,049</b>	<b>309,764</b>
<b>Total Cost of Sales</b>		<b>838,804</b>	<b>966,064</b>



## 7. Employee Benefit Expense

	2018(\$)	2017(\$)
Wages and Salaries	4,116,005	3,976,962
Contract Staff	92,320	94,637
<b>Employee Entitlements</b>	<b>4,208,324</b>	<b>4,071,599</b>
Training	36,627	43,612
Other Costs	198,366	224,100
	<b>4,443,317</b>	<b>4,339,311</b>

## 8. Other Operating Costs

	2018(\$)	2017(\$)
Depreciation and Amortisation	170,558	141,672
Net Loss on Disposal of Assets	18,736	6,557
Impairment of Trade Receivables	52,255	21,386
Rental and Operating Expenses	996,401	830,276
Auditor Fees	21,050	24,926
Directors Fees	129,104	112,535
Other	18,736	139,878
	<b>1,406,839</b>	<b>1,277,230</b>

## 9. Client Servicing and Training Resources

	2018(\$)	2017(\$)
Client Servicing	373,386	417,588
Conferences and Events	16,428	11,713
Partnership Agreements	40,000	41,504
	<b>329,814</b>	<b>470,805</b>



## 10. Equity and Reserves

The Company has a policy of maintaining equity reserves (retained earnings) between a minimum of \$3 million and a maximum of \$6 million based on the current Strategic and Operational Risk Analysis. Equity reserves as at 31 December 2018 were \$5.7 million.

Equity reserves will be retained to allow for such items as future capital expenditure, economic downturn, failure to meet TEC contract requirements, a contingency in the event that the Company ceases operations (to recognise potential costs and

liabilities including transitioning trainee agreements to another entity) and non-cancellable lease commitments.

At 31 December 2018, share capital comprised 1,200 ordinary shares (2017: 1,200) all of which were uncalled and unpaid at the balance date. The holders of ordinary shares are entitled to one vote per share at meetings of the Company. They have no right to the Company's residual assets. Ordinary shares have no par value.

	2018(\$)	2017(\$)
<b>Total Issued and Paid Up Capital</b>		
Balance at Beginning of Year	5,639,730	5,265,177
Net Surplus/(Deficit) after Financing Income	43,391	374,553
<b>Retained Earnings at end of year</b>	<b>5,683,121</b>	<b>5,639,730</b>
<b>Total Equity</b>	<b>5,683,121</b>	<b>5,639,730</b>

## 11. Cash and Cash Equivalents

	2018(\$)	2017(\$)
ANZ Bank	358,312	1,712,422
ASB	356	396
Kiwibank	440	440
Westpac	414,332	71,666
Petty Cash	243	-
	<b>773,683</b>	<b>1,784,924</b>

## 12. Short Term Deposits

	2018(\$)	2017(\$)
ANZ Bank	1,137,037	\$132,596
ASB	1,042,317	1,002,894
Kiwibank	1,106,322	1,078,462
Westpac	922,409	884,086
	<b>4,208,085</b>	<b>3,098,038</b>



### 13. Receivables

	2018(\$)	2017(\$)
Accrued Revenue	83,699	159,967
Trade Receivables	672,703	495,457
Allowance for Doubtful Debts	(100,000)	(62,000)
	<b>656,402</b>	<b>593,424</b>

### 14. Property, Plant and Equipment

Cost	Computer Equipment	Leasehold Improvements	Motor Vehicles	Office Equipment	Office Furniture	Sages Lane Office	Sages Lane Office
Opening	\$187,214	\$20,644	\$332,389	\$152,956	\$75,485	\$321,750	\$1,090,438
Additions	\$86,370	\$70,965	\$34,601	\$11,407	\$20,953	-	\$224,296
Disposals	\$6,870	\$6,283	-	\$2,383	\$3,751	-	\$19,287
Closing	\$266,714	\$85,326	\$366,990	\$161,980	\$92,687	\$321,750	\$1,295,447

#### Accumulated Depreciation

Opening	\$109,763	\$13,018	\$179,692	\$107,075	\$50,125	\$200,386	\$660,058
Depreciation	\$58,723	\$6,756	\$54,457	\$12,680	\$6,523	\$18,277	\$157,416
Disposals Depreciation write-back	-	-	-	-	-	-	\$0
Closing	\$168,486	\$19,774	\$234,149	\$119,755	\$56,648	\$218,663	\$817,474
Net Book Value 2018	\$98,228	\$65,552	\$132,841	\$42,225	\$36,039	\$103,087	\$477,973
Net Book Value 2017	\$77,451	\$7,626	\$152,698	\$45,882	\$25,360	\$121,364	\$430,381



### 15. Intangible Assets

Cost	Computer Software (Purchased)	OutdoorsMark	Total
Opening	-	\$50,000	\$50,000
Additions	\$44,314	-	\$44,314
Disposals	-	-	-
Closing	\$44,314	\$50,000	\$94,314

#### Accumulated Depreciation

Opening	-	-	-
Depreciation	\$13,141	-	\$13,141
Disposals Depreciation write-back	-	-	-
Closing	\$13,141	-	\$13,141
Net Book Value 2018	\$31,173	\$50,000	\$81,173
Net Book Value 2017	-	\$50,000	\$50,000

### 16. Provision for TEC Payback

The TEC provision is calculated with the information available at the time of production of Financial Statements and is subject to final confirmation from the TEC. Confirmation was received from TEC by letter dated 25 March 2019 that there would be no recoveries based on the 2018 data.

### 17. Operating Lease Commitments

Non-cancellable operating lease rentals are payable as follows:

	2018(\$)	2017(\$)
Less than one year	236,013	238,143
Between one and five years	144,346	360,866
	<b>380,360</b>	<b>599,008</b>

Skills Active has three leases for offices in Wellington and Auckland. The Wellington office leases are for \$216,159 per annum which expire in August 2020 with a further three year renewal option. The Auckland office lease is for \$18,194 per annum and expires in November 2019 with an option to renew.



## 18. Related Parties

The Company has related party relationships with a Director and Chief Executive. The transactions between Directors, the

Chief Executive Officer and organisations in which they hold an interest are:

Board Member	Organisation	Paid to the Company (Skills Active)	Paid by the Company (Skills Active)
<b>2018</b>			
Stephen Gacsal	Exercise Association of NZ	35,000	15,000
Grant Davidson	Industry Training Federation	-	32,269
<b>2017</b>			
Stephen Gacsal	Exercise Association of NZ	-	15,000
Grant Davidson	Sausage Roll Ltd	-	1,400
	Industry Training Federation	-	35,119

Stephen Gacsal is the Registrar of the NZ Register of Exercise Professionals (REPs), a wholly owned subsidiary of Exercise New Zealand. Monies paid to Exercise Association of New Zealand represents sponsorship as detailed in the partnership agreement between the two parties.

Grant Davidson is a director of Sausage Roll Limited and a member of the Industry Training Federation Executive Committee. Monies paid to the Industry Training Federation

represent membership fees and other projects fronted by the Federation. Monies paid to Sausage Roll represent payment for audits carried out on behalf of Qualworx.

Des Ratima is a shareholder of Te Roopu o te Pataka which holds 60 Skills Active Shares. These shares were acquired as a part of the original shareholders' agreement dated 2001 and no consideration was paid for these shares.



## 19. Remuneration Paid to Key Management Personnel

	2018(\$)	2017(\$)
\$100,000-\$110,000	2	2
\$110,000-\$120,000	-	2
\$120,000-\$130,000	2	2
\$200,000-\$210,000	-	1
\$210,00-\$220,000	1	-

## 20. Directors Remuneration Received

Name of Director	Skills Active Board Fees(\$)	Audit & Risk Committee (\$)	Additional Days (\$)	QualWorx Board Fees	Total Remuneration
<b>2018</b>					
Sam Napia (Chair)	35,500	-	-	-	35,500
Butch Bradley	13,395	-	-	491	13,886
Alexander Brunt	13,395	980	2,450	3,430	20,255
Stephen Gacsal	13,660	983	-	-	14,643
Andrew Gunn	13,145	980	-	-	14,125
Des Ratima	13,395	-	-	-	13,395
Wendy Sweet	13,395	980	-	-	14,375
<b>Total</b>	<b>115,885</b>	<b>3,923</b>	<b>2,450</b>	<b>3,921</b>	<b>126,179</b>
<b>2017</b>					
Sam Napia (Chair)	32,000	-	-	-	32,000
Butch Bradley	11,790	-	-	-	11,790
Alexander Brunt	11,790	980	2,940	980	16,690
Stephen Gacsal	11,790	980	980	-	13,750
Andrew Gunn	11,790	980	490	1,960	15,220
Des Ratima	11,790	-	983	-	12,773
Wendy Sweet	11,790	980	1,470	-	14,240
<b>Total</b>	<b>102,740</b>	<b>3,920</b>	<b>6,863</b>	<b>2,940</b>	<b>116,463</b>



## 21. Industry Contribution

The contract with TEC requires the amount of industry contribution calculated according to TEC guidelines to be disclosed in the notes to the Financial Statements. This can include both monies received by the Company and payments by industry to third parties in pursuit of the achievement of the Company's qualifications.

For the year ended 31 December 2018, the amount of industry contribution was \$3,257,556 (2017: \$4,462,842).

This is an achievement of 36% (2017: 40%) of total funding and contribution received against a TEC target of 30%.

The collection of this industry data is provided on a voluntary basis and is not independently verified. The values reported as payments by industry to third parties is based on the responses received as at the date of signing of these financial statements and is therefore likely to be understated.

	2018(\$)	2017(\$)
Industry contribution received by Skills Active and recorded in the audited accounts	801,919	857,522
Payments by industry to third parties in pursuit of achieving Skills Active qualifications	2,455,637	3,605,320
	<b>3,257,556</b>	<b>4,462,842</b>

## 22. Financial Assets and Liabilities

All financial assets are classified as loans or receivables for financial measurement purposes.

These are:

	Loans and Receivables at amortised cost	
	2018(\$)	2017(\$)
Cash and cash equivalents	773,683	1,784,924
Short term deposits	3,000,894	3,098,038
Receivables	656,402	593,424
	<b>5,638,169</b>	<b>5,476,386</b>

Financial liabilities are reported at amortised cost and comprise trade payables of \$308,447 (2017: \$176,670). There are no financial liabilities at fair value through profit and loss.



## 23. Commitments and Contingencies

There are no commitments or contingent liabilities as at 31 December 2018 (2017: Nil)

## 24. Subsequent Events

On 13 February 2019, the Minister of Education announced a proposal to reform vocational education. This proposal encompasses the ITO sector. At the date of signing of these financial statements the government has yet to confirm the final reforms.

Although the proposal could affect Skills Active's current operating model, there is no certainty regarding the nature

of the effects nor the timing. Accordingly, these financial statements do not reflect the impact of any changes which might result from the government's final reforms due to this lack of certainty.

There are no other events subsequent to balance date that require disclosure in these financial statements (2017: Nil)



# Directory

## Skills Active Board

Sam Napia  
Alexander Brunt  
Andrew Gunn  
Butch Bradley  
Des Ratima  
Stephen Gacsal  
Wendy Sweet

## Registered Office

14 Sages Lane  
Te Aro  
Wellington 6011

## Solicitor

Kensington Swan

## Bankers

ANZ  
Westpac  
ASB  
Kiwibank

## Auditors

BDO New Zealand

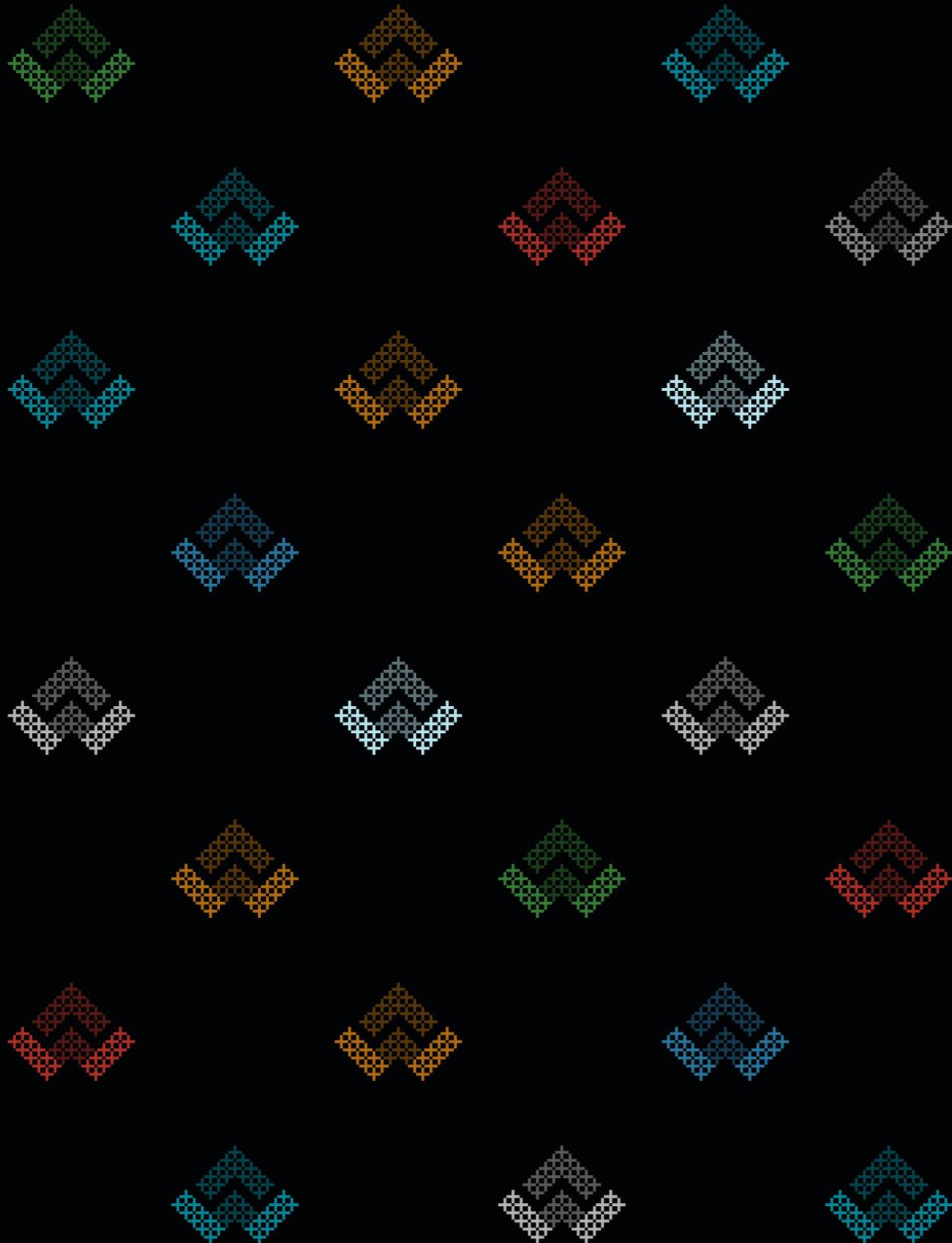
## Contact

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