



SKILLS
ACTIVE
AOTEAROA

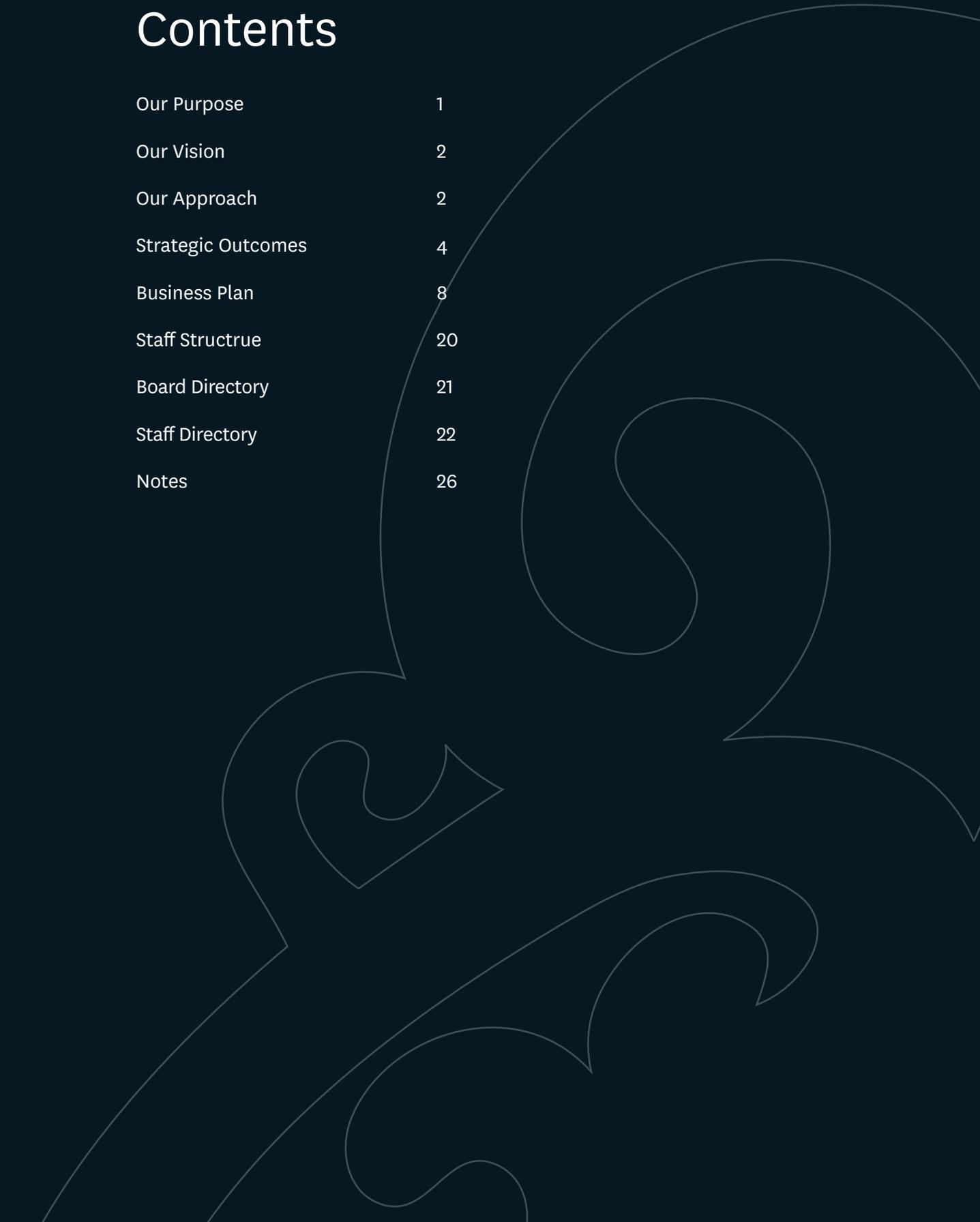
Active Careers through
On-Job Qualifications

Skills Active Strategic Business Plan 2016



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Our Purpose

To build a highly qualified workforce in the sport, fitness, community recreation, outdoor recreation, diving and snowsport industries, leading to productive and sustainable organisations that provide quality services to New Zealand.

Our Vision

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

Our Approach

We will be leaders and role models of bi-culturalism, service excellence and continuous improvement.

Our actions will be driven by our core values of Tika, Pono and Aroha.

Strategic Outcomes

1. Skills Active is seen as the one-stop-shop for planning, developing and supporting careers in our industries

- Industry is provided with tools to plan, develop and support careers in our industries
- Opportunities are communicated, driven and implemented to develop on-job career pathways, including on-going professional development
- Roles, skill sets and career opportunities are understood and identified within our industries, including the connections between and to other industries
- Career pathways are promoted in ways that encourage ongoing participation by Māori and Pasifika
- Our industries are supported to provide high standards of operation and quality delivery
- International recognition is promoted for qualifications to improve portability for our workforce.

2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders

- Skilled Board and Shareholders who are engaged and committed to our vision
- Skilled management team with the attributes to deliver on expectations
- Skilled staff who are highly motivated, committed to our vision and valued
- Organisation has the necessary tools and resources to meet its outcomes
- Financially strong and viable, including being open to diversified revenue streams where these add value to our industries
- Consolidation of our business within current scope and opportunities explored to extend into areas where there is synergy

- Robust industry partnerships are in place where there is mutual recognition of roles
- Success stories, opportunities for engagement, key achievements and current initiatives are communicated to our industries, our partners and other stakeholders
- Strong and effective relationships are maintained with key government partners.

3. Skills Active leads and innovates workforce development in our industries

- Workforce development tools are developed and implemented that provide innovative solutions and approaches
- Research is conducted that predicts future trends and allows us to provide solutions for workforce development in a timely manner
- We remove barriers to workforce development so that our clients' can innovate and meet their own business needs:
 - Customised programmes are available to those workplaces that have strong training cultures and delivery mechanisms
 - Options are available to smaller workplaces that have limited resources to deliver training, including full service models
- Culturally appropriate solutions are offered for Māori and Pasifika workplaces and trainees
- The Government's workforce development priorities are met in ways that are industry sensitive:
 - TEC contract in terms of STMs and EPIs
 - Progression towards higher level qualifications L4+
 - Business model is robust
 - TES priorities in terms of youth participation, Māori and Pasifika participation and achievement, worker literacy and numeracy.

4. Skills Active workforce solutions are developed that are led and endorsed by industry

- Industry qualifications, programmes, standards and resources are developed that are seen as relevant and credible to our industries
- Support the development of qualifications that embrace the needs and cultural values of Māori and Pasifika
- Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders
- Service delivery and application is client focused
- Wherever possible, we partner with industry to avoid duplication and increase simplicity.

Strategic Themes

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

- Innovating
- Uniting
- Strengthening
- Leading
- Producing
- Simplifying



Strategic Outcomes

Skills Active is seen as the one-stop-shop for planning and developing and supporting careers in our industries.

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
1. Skills Active is seen as the one-stop-shop for planning, developing and supporting careers in our industries						
Industry is provided with tools to plan, develop and support careers in our industries	●	●	●	●	●	●
Opportunities are communicated, driven and implemented to develop on-job career pathways, including on-going professional development	●	●				●
Roles, skill sets and career opportunities are understood and identified within our industries, including the connections between and to other industries		●	●	●		●
Career pathways are promoted in ways that encourage ongoing participation by Māori and Pasifika	●	●	●		●	●
Our industries are supported to provide high standards of operation and quality delivery	●	●	●	●	●	●
International recognition is promoted for qualifications to improve portability for our workforce.	●	●	●		●	●
2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
Skilled Board and Shareholders who are engaged and committed to our vision		●	●		●	●
Skilled management team with the attributes to deliver on expectations		●	●	●	●	
Skilled staff who are highly motivated, committed to our vision and valued		●	●	●	●	
Organisation has the necessary tools and resources to meet its outcomes	●			●	●	●
Financially strong and viable, including being open to diversified revenue streams where these add value to our industries	●	●		●	●	
Consolidation of our business within current scope and opportunities explored to extend into areas where there is synergy	●				●	
Robust industry partnerships are in place where there is mutual recognition of roles	●	●	●		●	●
Success stories, opportunities for engagement, key achievements and current initiatives are communicated to our industries, our partners and other stakeholders			●	●	●	●
Strong and effective relationships are maintained with key government partners.		●	●		●	

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
3. Skills Active leads and innovates workforce development in our industries						
Workforce development tools are developed and implemented that provide innovative solutions and approaches	●	●		●	●	●
Research is conducted that predicts future trends and allows us to provide solutions for workforce development in a timely manner	●	●		●	●	
We remove barriers to workforce development so that our clients' can innovate and meet their own business needs: <ul style="list-style-type: none"> · Customised programmes are available to those workplaces that have strong training cultures and delivery mechanisms · Options are available to smaller workplaces that have limited resources to deliver training, including full service models 	●	●	●			●
Culturally appropriate solutions are offered for Māori and Pasifika workplaces and trainees	●	●	●	●	●	●
The Government's workforce development priorities are met in ways that are industry sensitive: <ul style="list-style-type: none"> · TEC contract in terms of STMs and EPIs · Progression towards higher level qualifications L4+ · Business model is robust · TES priorities in terms of youth participation, Māori and Pasifika participation and achievement, worker literacy and numeracy. 		●	●	●	●	
4. Skills Active workforce solutions are developed that are led and endorsed by industry						
Industry qualifications, programmes, standards and resources are developed that are seen as relevant and credible to our industries	●	●	●	●	●	●
Support the development of qualifications that embrace the needs and cultural values of Māori and Pasifika	●	●	●	●	●	●
Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders	●	●	●	●	●	●
Service delivery and application is client focused	●	●	●	●	●	●
Wherever possible, we partner with industry to avoid duplication and increase simplicity.	●	●	●		●	●

Skills Active Business Plan 2016

Board of Directors

Our Purpose

- Set and review Strategic Direction and Outcomes and report to shareholders
- Monitor CE's achievement of annual business plan
- Work cooperatively as a Board of Directors
- Ensure Skills Active Directors are skilled for their roles, motivated to carry out those roles and recognised for their achievements
- Have continuous improvement systems in place to drive increased performance and quality.

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 1. Skills Active is seen as our industries' one-stop-shop for planning, developing and supporting careers in our industries						
1. Board engage with shareholders over current developments and opportunities for engagement with Skills Active						
a. Board allocate current group of shareholders among Board Members as part of an engagement strategy - February	●	●	●		●	●
b. Board members consult with their allocated group of shareholders over Skills Active opportunities and report back (two times per year)						
Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
2. Skills Active Board has reviewed its shareholding structure to ensure intent and membership reflect concept of Kaitiakitanga						
a. TOR produced for the review that is supported by Directors and tested with key shareholders. TOR to ensure that any recommendations consider legal implications of any proposed changes by end of January	●	●	●		●	●
b. Review tendered by end of February						
c. Successful consultant carries out review in time for discussion at AGM						
3. Skills Active Board has undergone an external review of its performance and recommendations for action considered						
a. Board appoints external review consultant by April		●		●	●	
b. Review conducted and report presented by September						
c. Action plan developed from report by November						
4. Skills Active Board members are skilled						
a. A board induction process is developed (aligned to staff Skills Active induction process where appropriate) - July						
b. Board skills self-assessment review conducted by March		●		●	●	
c. Board development plan developed by May for individuals and group. This may include SMT where appropriate						

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders continued						
5. Skills Active Board review the structure and sustainability of OutdoorsMark along with any tax implications, risks and benefits by July		●			●	●
Strategic outcome 3. Skills Active leads and innovates workforce development in our industries						
6. Board gather information from shareholders over perceived workforce development needs and report to SMT						
a. Board members consult with their allocated group of shareholders over perceived needs two times per year and report back	●	●	●	●	●	●
Strategic Outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry						
7. Board gather information from shareholders over perceived strengths and gaps in Skills Active workforce solutions and report to SMT						
a. Board members consult with their allocated group of shareholders over identified strengths and gaps in workforce solutions offered by Skills Active two times per year and report back	●	●	●	●	●	●

Chief Executive and Senior Management Team

Our Purpose

- Achieve the Board's Strategic Direction and Outcomes
- Work cooperatively and effectively as a Senior Management Team
- Ensure Skills Active staff are skilled for their roles, motivated to carry out those roles and recognised for their achievements
- Have continuous improvement systems in place to drive increased performance and quality.

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 1. Skills Active is seen as our industries' one-stop-shop for planning, developing and supporting careers in our industries						
1. International partnerships are maintained and developed to take advantage of any opportunities to increase portability of qualifications for our graduates - ongoing	●	●	●	●		●
2. Skills Active continues to coordinate efforts to simplify competing qualification schemes, act as a "hub" for industry registration schemes and provide tools to promote standards, career pathways and access to employment						
a. Post TROQ qualifications benchmarked to industry awards/training schemes wherever possible - ongoing	●	●	●	●	●	●
b. Industry advisory/governance groups are established post TROQ to advise on potential qualification/award alignment and registration criteria - as TROQ progress necessitates						
c. ActiveCV and NZRRP continue to be developed to meet industry needs - ongoing						

Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
3. Skills Active management and staff are operating in a culture of cooperation and to the organisational values of tika, pono and aroha a. Organisational wellness team identifies goals for the year to improve operational culture, gains agreement from staff, establishes a work plan and achieves this - ongoing b. BWP survey result in 3% improvement over 2015 result	●	●	●	●	●	
4. Skills Active staff have the skills for their jobs and feel valued for their contributions a. Skills Active staff remuneration is reviewed and normed against market rates with recommendations given to the board by presentation of draft budget b. Each staff member has a personalised training and development programme established and implemented within organisational guidelines – by April c. Each staff member has individualised KPIs set by March, receive regular updates on performance and two formal reviews d. Induction programme reviewed by June		●		●	●	
5. Skills Active operates as a “learning organisation” to ensure continual improvement of systems and outcomes a. Kaizen training plan developed by March for the year that ensures all staff can understand and use the Kaizen tools b. Internal KITT team logs all improvement feedback (internal and external) and establishes an action plan to respond to each of these. Progress is updated in a visual manner - ongoing c. All departments maintain up-to-date visual display boards to show progress towards their business goals - ongoing d. The KITT team to maintain a visual display board to show actions to resolve any identified issues in systems and delivery - ongoing	●	●	●	●	●	●
6. Staff have ready access to key information about all aspects of their role and the organisation that allows them to perform and understand the overall direction and achievements of Skills Active a. Key documents are available, internal communication channels are established and used, and opportunities are provided that allow staff to ask questions, receive answers and provide input to key initiatives - ongoing		●	●		●	●
7. Skills Active operates within established budget a. TEC targets and budgeted surplus achieved or exceeded by December b. Models for costs of operation are available to staff so that business cases can be evaluated for work within funded programmes and other income streams by June	●			●	●	●
8. Skills Active extends its gazetted coverage to include the Performing Arts sector a. Official recognition gazetted by TEC by July	●	●	●		●	●

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
9. Key industry partnerships formalised to enhance joint recognition of roles and mutual support of outcomes a. Partnership agreements with all identified key stakeholders where these add value - ongoing b. Sponsorship agreements in place with key stakeholders where these add value to the sector - ongoing		●	●	●	●	
10. Effective relationships with key Government departments are maintained or enhanced a. Any key performance indicators that are mutually agreed are met or exceeded (e.g. TEC targets, NZQA moderation requirements, JASANZ requirements, Worksafe requirements, etc) - ongoing b. Continue active membership of ITF to ensure effective lobbying over key issues in a positive manner – ongoing		●	●	●	●	●
Strategic outcome 3. Skills Active leads and innovates workforce development in our industries						
11. Research is conducted and disseminated that enhances the understanding of our industry sectors and the value of qualification and standards a. E-Scan documents are updated to remain relevant by November b. Career pathways tools developed based on E-scan data to promote pathways and skill retention by August c. Key research projects identified that are critical for sector knowledge – prioritised and supported where appropriate - ongoing	●	●	●	●	●	●
Strategic outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry						
12. Skills Active has an embedded service culture that provides excellent service to industry - ongoing a. Annual customer service feedback shows greater than 80% satisfaction across all business units and stakeholder groups b. All staff have individual performance against “customer service commitment” included in their appraisals - ongoing			●	●	●	
13. Skills Active partners with industry wherever possible to avoid duplication and increase simplicity and efficiencies a. All business cases are evaluated with partnership collaboration as one of the measures of success - ongoing	●	●	●	●	●	●

Business Support

Our Purpose

- Ensure that all facets of the business have the tools, support and information required to enable them to deliver their designated outcomes

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic Outcome 1: Skills Active is seen as our industries' one-stop-shop for planning, developing and supporting careers in our industries						
1. External facing systems are relevant and useful to Industry						
a. NZRRP working to Peak Bodies and Industry requirements						
b. ActiveCV enhancements delivered in accordance with ICT Roadmap milestones including web-based career mapping tool	●	●	●	●	●	●
c. Single sign on investigated and preferred solution identified along with cost/benefit analysis						
d. Trainee, Assessor and Workplace portals all in new format and receiving positive feedback from users						
Strategic Outcome 2: Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
2. Skills Active Health and Safety systems comply with external legislation, Board policy and internal requirements						
a. All yearly objectives achieved		●	●	●	●	●
b. Zero serious workplace accidents						
3. Skills Active Human Resource policies, procedures and processes complied with						
a. Remuneration reviewed in accordance with Board policy and recommendations documented to Chief Executive						
b. All organisational job descriptions and skills matrices reviewed and standardised	●	●	●	●	●	●
c. Organisational wide training calendar collated and communicated						
d. Policies and processes reviewed to ensure fit for purpose according to schedule						
e. Analysis completed of performance management system options with recommendations presented to Senior Management Team of best option for 2016/17						
4. Skills Active Finance Systems operate in accordance with financial best practice and comply with external legislation, Board policy and TEC requirements						
a. Implement new IPSAS reporting framework						
b. 2015 Audit completed in accordance with scheduled milestones and KIM identifies no issues		●	●	●	●	●
c. Financial reports (with end of year forecasts from July) presented to the Board at the February, May, August and December meetings with no errors/omissions of significance						

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
d. Monthly financial reports prepared and available for management team by 10th working day of the month following. All managers have access and can use their individual reports		●	●	●	●	●
e. Complete TEC financial monitoring requirements in accordance with TEC's published schedule						
5. Skills Active maintains equity and cash reserves in accordance with Board Policy		●		●	●	
6. Deliver Year 2 of the ICT Roadmap in accordance with scheduled milestones	●	●	●	●	●	●
7. Skills Active staff have the tools and equipment and environment required to carry out their scheduled duties						
a. Hardware and software upgraded in line with three yearly replacement schedule						
b. Adequate number of cars in place and managed efficiently. Staff feedback indicates 90% satisfaction	●	●	●	●	●	●
c. All offices are fit for purpose and managed effectively and efficiently. Staff feedback indicates 90% satisfaction						
d. Business Continuity plan is developed and tested for suitability						
8. Skills Active data is accurate, reliable with staff trained and utilising systems and reporting functionality						
a. Trainee data accurate to within 5% of that held within the TEC ITR	●	●		●	●	●
b. All staff in the organisation are aware of and trained in the use of the systems relevant to their role. Staff feedback indicates 90% satisfaction						
9. Support Services Team embodies the Skills Active Customer Promise in all interactions with both internal and external customers		●		●	●	●

Industry Engagement

Our Purpose

Overview: Visionary/Long term planning/Advisory/Capacity Building/Connection with Industry/
Strategic Arm of Skills Active

- Secure and maintain key stakeholder relationships: Maintain and build strong partnerships with key stakeholders
- Research: Understand the training/qualification needs of our industries, workplaces and trainees
- Identify training opportunities: Identify key industry training opportunities and create robust business cases to service industry needs
- Internal advice: Guide and advise internal teams to be able to meet industry training needs
- Communication and Marketing: Promote the value of engagement with Skills Active and their partnerships with relevant industry sectors

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 1. Skills Active is seen as our industries' one-stop-shop for planning, developing and supporting careers in our industries						
1. Skills Active understands the training/qualification needs of our industries, workplaces and trainees: <ul style="list-style-type: none"> a. Complete or utilise industry specific research to enhance understanding of our industries and feed into the Sector Action plans by May b. Invite key stakeholders to Environmental Scans official launch to be held in February c. Refresh Environmental scans and promote to sectors by September d. Complete Industry Specific Business Plans and present to Skills Active staff by February e. Carry out one Return on Investment (ROI) study on a major project/client by April f. Sector Surveys shows Skills Active has a strong reputation and relevance by November 			●	●	●	●
Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
2. Skills Active is seen as a valued partner by our industry sectors and business growth increases: <ul style="list-style-type: none"> a. Identify key industry initiatives and develop relevant business cases – ongoing b. Identify at minimum, 1x Māori and 1x Pasifika key client and develop relevant business case for implementation by May 	●	●	●	●	●	●
3. Skills Active staff receive appropriate advice/guidance to enable them to service industry needs: <ul style="list-style-type: none"> a. National sector targets achieved through working with the TS team. Targets: Community Recreation (1400), Outdoor Recreation (970), Sport (260), Snow Sport (1000), Performing Arts (120), Exercise (640), Māori Management (200) 	●	●	●	●	●	●

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
<ul style="list-style-type: none"> b. Trainee Support team receive regular reports that track sector enrolment progress, while identifying areas needed for support – ongoing c. Facilitate quarterly internal staff capacity building workshops aimed at ensuring staff have the necessary tools to achieve sector targets and are informed of any industry updates - ongoing d. Collate and report client feedback via sector survey results to Skills Active teams by June 	●	●	●	●	●	●
4. Skills Active provide informative and valued communication tools, ensuring messages we want to communicate are clear: <ul style="list-style-type: none"> a. A communications plan is in place for each of our stakeholder groups and implemented by end of February. (The Communications plan will include a) Social Media Strategy (Facebook/Twitter/Linked in), b) E – Communications Strategy (E-Newsletters/Website/Media Releases and videos) b. A Māori and Pasifika communication strategy is developed and implemented by April c. WFD promotional toolkits created for WFD Team to utilise with key industries by June d. Skills Active staff feel well informed about sector initiatives and successes via staff surveys - ongoing e. Present at appropriate sector conferences to promote Skills Active as experts in Workforce Development and provide a key learnings report to Skills Active staff from each conference attended– ongoing 	●	●		●	●	●
5. Skills Active brand is well recognised and highly valued by our industries: <ul style="list-style-type: none"> a. A brand awareness survey is completed and a customer focus group is established. An evaluation report with recommendations is completed by April b. Visual brand is consistently being used across Skills Active by November 	●	●	●		●	●
Strategic Outcome 3: Skills Active leads and innovates workforce development in our industries						
6. Career tools are developed, useful and readily available to users: <ul style="list-style-type: none"> a. Explore, recommend and implement Workforce Development Needs Analysis Tools for TS/Client use by August b. Research, design and develop career mapping tools working with the Business Support team to be launched by December 	●	●		●	●	●
Strategic Outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry						
7. Industry qualifications, programmes, standards and resources are seen as relevant and credible to our industries: <ul style="list-style-type: none"> a. Learning Solutions team report LDA input is relevant and appropriate in order to design and build qualifications programmes that are valued by our sectors and users b. Complete Customised/Benchmarked qualifications projects working alongside LS team and generate project reports via Kairangi to relevant managers for review – ongoing c. Collate and report client feedback results via Kairangi to LS team to ensure issues/barriers are identified and managed accordingly– ongoing 	●		●	●		●

Trainee Support

Our Purpose

- Engage with workplaces and relevant stakeholders to determine training needs within our gazetted coverage
- Manage and progress trainees through Skills Active qualifications

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
1. Maintain funding levels with TEC a. Meet organisation targets of: i) 1600 ITF STMs ii) 80 NZA STMs iii) 75% Credit Achievement (both ITF and NZA Trainees) iv) 75% Programme Completion (both ITF and NZA Trainees) v) 80% Active Trainees (10 credits)	●	●	●	●	●	●
2. Targets for Māori and Pasifika are met – see Māori / Pasifika Business Plan (Strategic Outcome 2)	●	●	●	●	●	●
3. Develop and implement Tamaki Makaurau strategy a. Increase trainee numbers in Auckland by +15% (175 trainees)	●	●	●	●	●	
4. Equitable workload across trainee support team a. Well-grounded and researched model for allocating workplaces / trainees and optimal number established b. Model endorsed by positive LSA feedback regarding equitable workloads	●	●	●	●	●	●
Strategic outcome 3. Skills Active leads and innovates workforce development in our industries						
5. Implement Full Service Model (FSM) for relevant SMEs a. Develop FSM costings and options for SMEs by April 2016 b. Pilot with five (5) organisations resulting in completions by end of 2016	●	●	●	●	●	●
Strategic Outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry						
6. Service delivery and application is client focused a. Results of customer satisfaction survey maintained at +80%	●	●	●	●	●	
7. Increase trainee numbers progressing to Level 4+ qualifications by +15% (78 trainees)	●	●		●	●	

OutdoorsMark

Our Purpose

- Promote and support the delivery of high safety standards of operation across Operators certified by OutdoorsMark.

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
1. Provide economically sustainable delivery of quality certification services: a. Achieve JAS-ANZ certification to ISO/IEC 17021/1 – Conformity assessment – Requirements for bodies providing audit and certification of managements systems by April 2016 b. Operational systems reviewed to identify and develop efficiencies and pricing model reviewed to ensure financial viability by July 2016 c. Client satisfaction survey completed by February 2016 and used as a tool to identify where to target service delivery improvements d. Maintained or increased the number of adventure activity operators certified by OutdoorsMark by Dec 2016 e. Database (SUGAR) developed to be a useful tool for storing information as well as for reporting (for scheduling and planning) by July 2016 f. Audits completed according to regulatory requirements and timeframes (AA) and internal requirements and timeframes (other)	●			●	●	●
2. Focus on ensuring auditors are supported and provided with all relevant tools and information to undertake OutdoorsMark audits in a timely manner: a. Auditor guidelines developed to ensure more consistency in audit decisions and reporting by October 2016 b. At least 2 training or moderation sessions complete by December 2016 c. Feedback from contracted auditors demonstrates an improvement in audit allocation and follow-up processes by October 2015	●	●	●		●	●
3. EOTC audit programme established and launched with 15 audits complete by December 2016	●			●		
4. OutdoorsMark message clear and consistent with relevant communication channels developed: a. Develop a 'mailing list' list from data maintained in SUGAR by July 2016 b. Develop a communications plan targeting various stakeholders (eg: certified operators, potential new operators, auditors, TE's) by September 2016		●	●			

Māori Pasifika Strategy

Our Purpose

- Cultural advocacy across all of our sectors (internally and externally)
- Work with internal teams to drive performance for Māori and Pasifika trainees and workplaces

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic outcome 1. Skills Active is seen as our industries' one-stop-shop for planning, developing and supporting careers in our industries						
1. Promotion of Māori and Pasifika success in our industries: a. A Māori and Pasifika case study provided from each of Sport, Fitness, Outdoor Recreation, Community Recreation, and Snow to our communication team. By 30 June	●	●	●	●	●	●
2. Skills Active promotional material (collateral, video's, sound bites etc) is culturally appropriate to Māori and Pasifika: a. Te Reo Tautoko Team ensures all material is reviewed for appropriateness. By 31 March 2016 ongoing	●	●	●	●	●	●
Strategic outcome 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
3. Key influencers in the Pasifika community promote Skills Active industries as viable career and employment options: a. Engagement plan developed by 31 March with Pasifika church and community-based providers targeted to increase awareness and inform Pasifika families and communities of the career opportunities the industry offers b. Meet Tertiary Education priorities for Māori and Pasifika participation and achievement. On-going.	●	●	●	●	●	●
4. Targets for Māori and Pasifika are met: a. Māori/Pasifika achieving at least the same or higher than non-Māori/Pasifika for credit and programme completion rates (75% +) b. 12%/4% Māori/Pasifika trainee participation respectively		●		●	●	●
Strategic outcome 3. Skills Active leads and innovates workforce development in our industries						
5. Skills Active staff are trained and supported to feel confident in working with Māori and Pasifika: a. Māori Induction programme module developed and achieved by all staff by 30 June 2016 b. Pasifika induction programme module developed and commenced by all staff 1 July 2016 c. NC Māori Management available and undertaken by a minimum of 6 staff through wānanga	●	●	●	●	●	●
6. Pilot a mentoring programme in Wellington and Auckland for Māori and Pasifika trainees and evaluate its effectiveness: a. Business model for mentoring programme developed that includes methodology, partners and business processes/costs b. Mentoring and learning support in place by 30 June 2016 ensuring there are effective mentoring approaches for Māori/ Pasifika trainees across all disciplines in the recreation, sports and fitness industries c. Review the pilot for its effectiveness	●	●	●	●	●	●

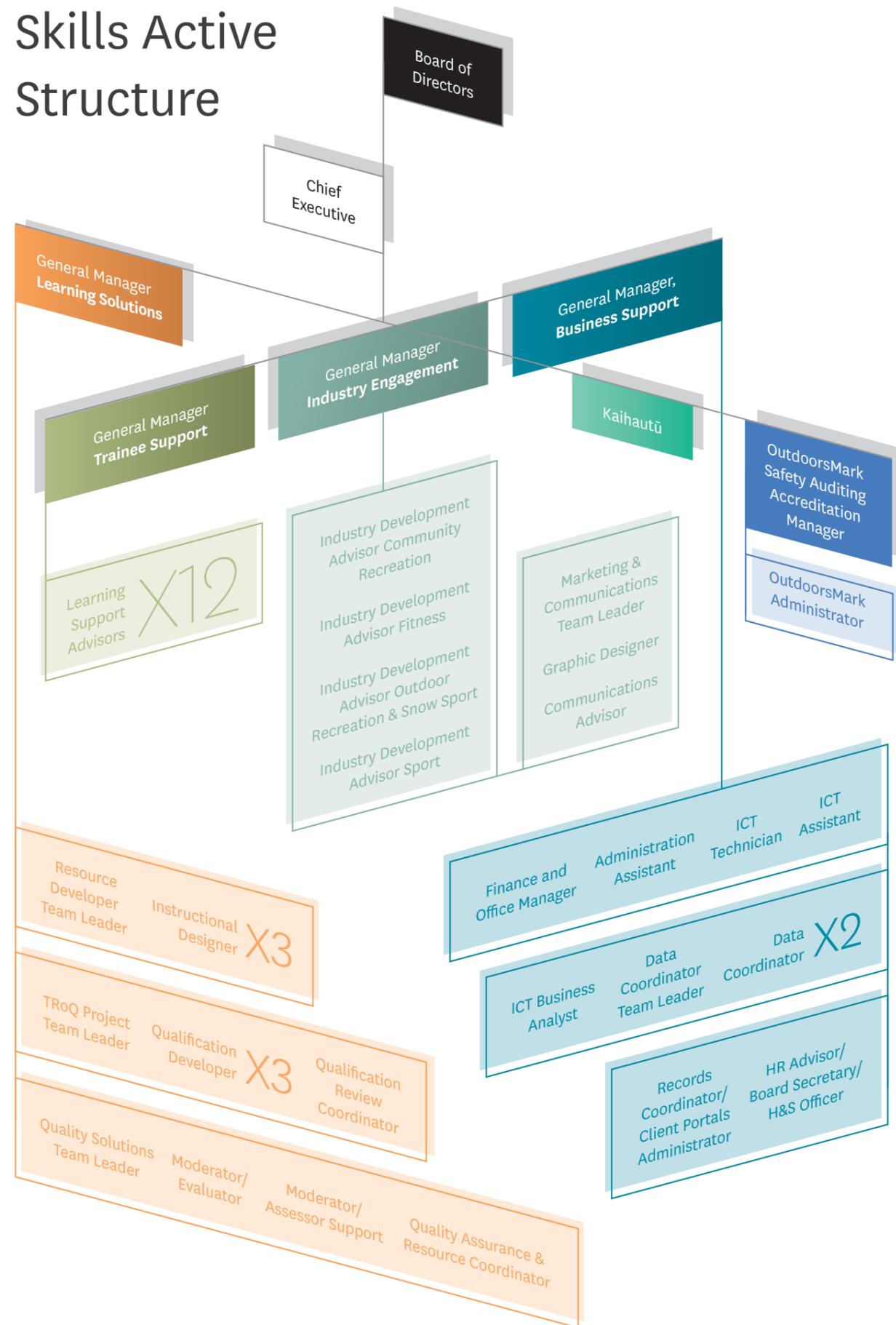
Learning Solutions

Our Purpose

- Work with industry to set and quality assure assessment of standards and qualifications
- Develop learning solutions to make standards and qualifications accessible and achievable in the workplace and with key stakeholders

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
Strategic Outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry						
1. All qualifications listed (or submitted for listing) on the framework						
2. Programmes (unit standards, resources - paper and eLearning, assessor requirements and NZQA approval etc) developed and available for prioritised qualifications (SELO, ARO, Exercise, Aquatics, Apprenticeships qualifications - Aquatics and Entertainment Technology, Outdoor Leader L4 and L5)	●	●	●	●	●	●
3. Strategy established to provide quality assessors to our workplaces, including a. Pilot contracted assessor model b. Moderation programme is relevant to our sectors c. 80% of Assessors are compliant with moderation requirements d. Reward and recognition programme in place that rewards and showcases champion Assessors e. Workplaces report quality outcomes/processes from Assessors (through survey)	●	●		●		●
4. Skills Active reputation enhanced with NZQA: a. Moderation results: 80% 'A's and no 'X's and 80% Assessor judgements agreed b. Consistency reports all 'Agreed' c. Submission of qualifications, standards and programmes meet NZQA evaluative criteria	●	●			●	
5. Strategy established to ensure schools and providers are providing quality outcomes to our industry: a. Consent to Assess applications managed and processed in line with CMR requirements b. CMR's are reviewed and combined into one that is in line with new qualification requirements c. External moderation programme is relevant and 80% provider compliance met d. Award programme available for schools. Participation level launched Q1 and Leadership launched Q3.	●	●			●	●
6. ELearning platform and content valued by internal and external users a. Minimum 1000 engaged users with 80% completion rate against courses expected to be completed in 2016 b. Satisfaction measured at 80% (by survey)	●	●		●	●	●
7. Provide timely and quality response to identified industry needs/solutions a. Learning Solutions team to establish internal measures by end February b. Measure and meet internal measures set	●	●	●	●	●	●

Skills Active Structure



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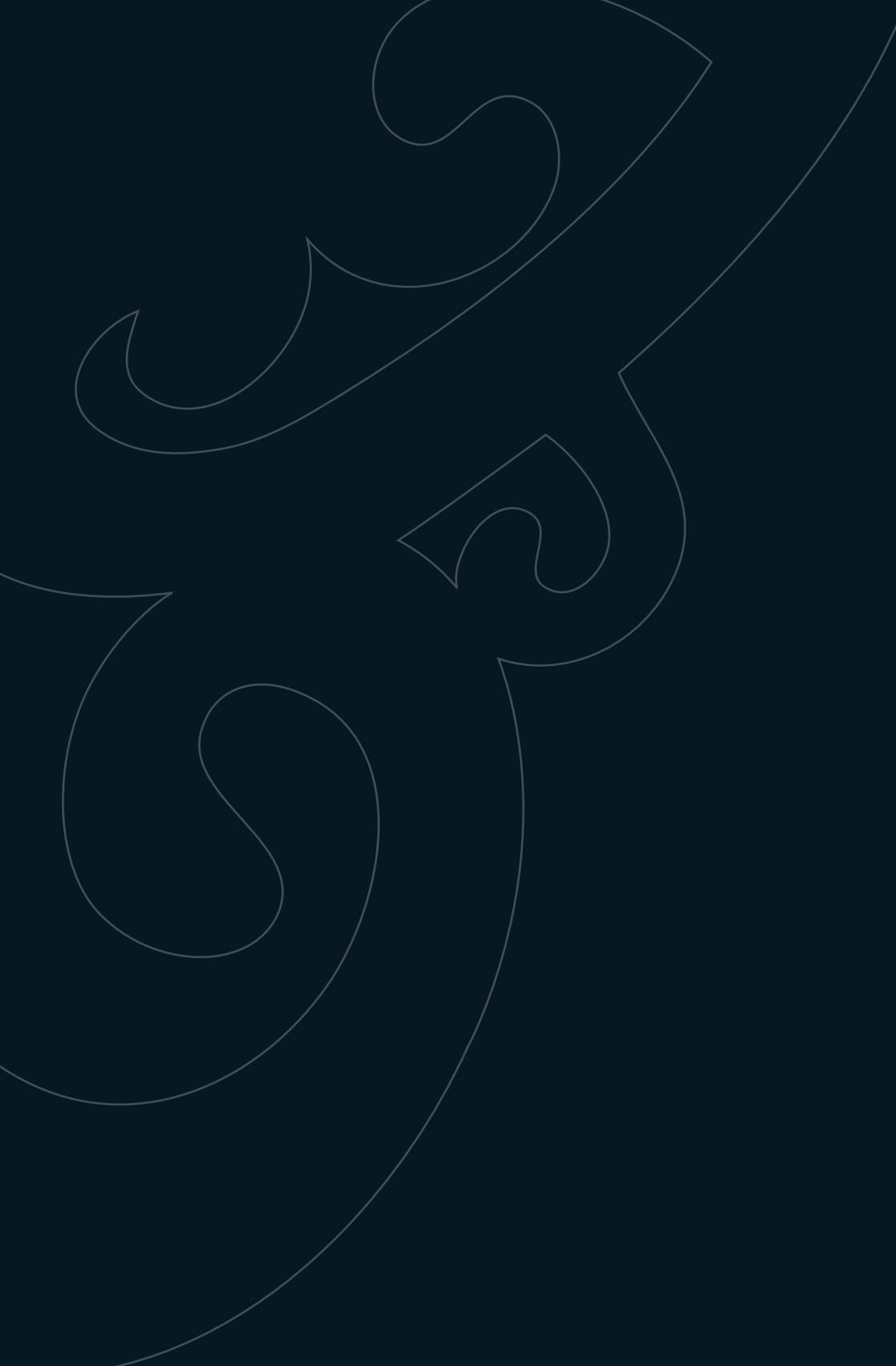
As at February 2016. Subject to change.

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Notes



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Active Careers through
On-Job Qualifications



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