



**SKILLS
ACTIVE**TM
AOTEAROA

Active Careers through
On-Job Qualifications

Skills Active Strategic Business Plan 2019



The year of Completions





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STRATEGIC GOAL

Maintain and grow Skills Active's size (1731 STMs | 75% EPIs) to ensure a strong and viable organisation.

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, service excellence and continuous improvement.

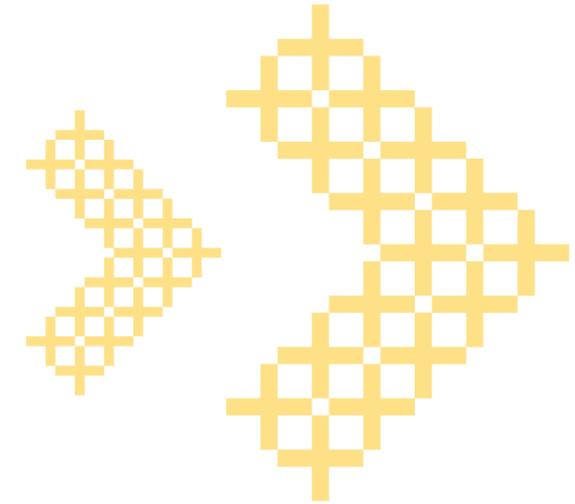
Our actions will be driven by our core values of Tika, Pono and Aroha.

STRATEGIC THEMES

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

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

1 Value and manage key strategic relationships through a key client plan



	Shareholder	Board	Committee	CEO	Operation
Policy		P		sp	
Plan				P	sp
Approve		P		sp	
Implement		sp		P	sp
Monitor			P (A&R)	sp	sp
Review	sp	P		sp	sp

KEY

- P – Prime Lead
- sp – Support Prime
- A&R – Audit & Risk committee
- TAW – Titiro Anga Whakamua

Policy

- We will retain all of our key clients
- We will increase the number of key clients by 20%
- The STM ratio of key clients to non-key clients is maintained at 60/40

Note: A key client is one that has 100 or more current trainees

Chief Executive

- | | |
|--|-------------|
| a. Ensure each key client has an identified key relationship manager at General Manager (GM) level | Quarter 1 |
| b. Ensure each key client is contacted by the CE at least annually and includes board representation if appropriate | Quarter 1-4 |
| c. Identify and engage with a range of strategic clients and partnerships that have the potential to be developed into key clients | Quarter 1-4 |
| d. Be available to develop relationships with potential new key clients and involve board members where this will assist | Quarter 1-4 |

Learning Solutions

- | | |
|--|-------------|
| a. Ensure appropriate resourcing and processes are in place to respond to key client programme needs | Quarter 1 |
| b. Engage with key clients to inform qualifications, programmes, resources and standards reviews, to ensure needs are met | Quarter 1-4 |
| c. Support key client programme implementations and evaluations to inform programme development and review, and assessor development | Quarter 1-4 |

Kaihautū

- | | |
|---|-----------|
| a. Identify potential to develop Iwi and Pasifika community groups as key clients and manage in line with Māori and Pasifika business plan outcomes | Quarter 1 |
|---|-----------|

Industry Engagement and Trainee Support

- | | |
|---|-----------|
| a. Develop, implement and monitor key client support plans (including EPIs) which include internal briefing sheets, historic contact information and a hierarchical contact schedule involving Trainee Support, IDAs, GMs, CE and Board | Quarter 1 |
| b. Develop flexible, multi-year workplace relationship agreements for key clients | Quarter 1 |
| c. Develop and implement a leads management and monthly reporting system for clients | Quarter 2 |
| d. Three new key clients are onboard based on IDA and LSA prospecting | Quarter 4 |
| e. Conduct key client evaluations on an annual basis to review performance and inform ongoing programme review and development | Quarter 4 |

Corporate Services

- | | |
|---|-----------|
| a. Respond to client-driven needs with innovative IT and administration solutions where appropriate | Quarter 1 |
| b. Develop and implement a tool to evaluate the cost/benefit analysis of key client projects | Quarter 2 |
| c. Ensure pipeline and dashboard management reporting is in place for key clients | Quarter 2 |

2 Pasifika trainees complete at the same or higher rate than other trainees

	Shareholder	Board	Committee	CEO	Operation
Policy		P			
Plan			sp (TAW)	P	sp
Approve		P			
Implement		sp		sp	P
Monitor			sp (TAW)	P	sp
Review	sp	P		sp	sp

KEY
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Policy

- Pasifika participation in training is equal to or exceeds the percentage of Pasifika in our workforce (4%)
- Completion rate is equal to or exceeds non-Pasifika

Chief Executive

- Support relationships within Pasifika communities, including churches, to develop mentoring and promotion of career opportunities
- Ensure resources (HR and other) are available to grow the necessary support networks to ensure completions

Quarter 1-4

Quarter 1-4

Kaihautū

- Develop and implement a Pasifika engagement plan, including:
 - Engagement with Pasifika churches, community-based providers and key influencers (e.g. families and communities) to increase awareness of the career opportunities our industries offer and the industry training options available
 - Supporting the Corporate Services team to set up appropriate dashboard and reports to identify by workplace and respond to Pasifika trainees who are not completing
 - Developing relationships within Pasifika communities to develop and support Pasifika mentors
 - Supporting the Industry Engagement and Trainee Support teams to engage with Pasifika to achieve participation and achievement targets
 - Reviewing completion and credit results quarterly to identify and respond to Pasifika trainees by workplace who are not completing

Quarter 1

Quarter 2

Quarter 2-4

Quarter 2-4

Quarterly

Industry Engagement

- Support the development and implementation of a Pasifika engagement plan, including:
 - Developing and implementing a communication and marketing plan for current and potential trainees. Identify baseline measures and set targets for 2019
 - Establishing and maintaining a Pasifika advisory group
 - Identifying, developing and coordinating any projects which are supported through key clients and national organisations

Quarter 1

Quarter 3

Quarter 3-4

Trainee Support

- Support the development and implementation of a Pasifika engagement plan, including:
 - Ensuring LSAs have prioritised targets for Pasifika participation and achievement
 - Ensuring mentoring and pastoral care is in place to support achievement of Pasifika learners

Quarter 1

Quarter 2

Learning Solutions

- Explore opportunities to embed the Pasifika Success Indicators relevant to learning and assessment (ref: Ako Aotearoa research) within programme and resource design
- Include reference to Pasifika needs within assessor training programme
- Launch a flagship Pasifika programme as identified by Pasifika Advisory Group

Quarter 2

Quarter 2

Quarter 3

Corporate Services

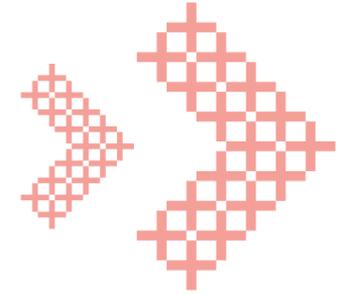
- Support business outcomes and allocate budget where identified and approved
- Ensure key Kairangi dashboards are set up, reported on quarterly and maintained to monitor and promote Pasifika participation and achievement
- Provide opportunities for staff training on cultural awareness of Pasifika learner and stakeholder needs

Quarter 1

Quarter 2

Quarter 2

3 Grow Performing Arts to represent 10% of Skills Active's business by 2022



	Shareholder	Board	Committee	CEO	Operation
Policy		P		sp	
Plan			sp (TAW)	P	sp
Approve		P		sp	
Implement				P	sp
Monitor			P (TAW)	sp	sp
Review	sp	P		sp	sp

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Policy

- Performing Arts will grow to represent 10% of Skills Active's business by 2022

Chief Executive

- a. Ensure a business development plan is in place for Performing Arts **Quarter 1**
- b. Allocate HR resource to allow development of this industry **Quarter 1**
- c. Prioritise programme development to allow engagement if required **Quarter 1-4**
- d. Provide support for key approaches to Performing Arts clients, along with board representation when appropriate **Quarter 1-4**
- e. Foster a strong relationship with the Ministry of Culture and Heritage (MCH) and other key industry bodies **Quarter 1-4**

Industry Engagement

- a. Develop and implement Performing Arts customer engagement and business development plan, which includes client engagement strategies at regional and national levels, opportunities register for business development, and key current and future areas of business growth **Quarter 1**
- b. Develop marketing plan for Performing Arts which includes new client reach and engagement targets **Quarter 1**
- c. Establish and maintain a Performing Arts Industry Advisory Group **Quarter 3**
- d. Grow Skills Active industry penetration for Performing Arts from 1% in 2018 to 4% in 2019, 6% in 2020, 8% in 2021 and 10% in 2022 **Quarter 4**
- e. Achieve 68 ITF/NZA STMs in 2018 and ensure appropriate internal resource is allocated to aid with success **Quarter 4**
- f. Coordinate Skills Active presence at industry conferences and events, including developing industry award and sponsorship opportunities **Quarter 4**
- g. Support the successful development and implementation of Performing Arts programmes **Quarter 4**

Trainee Support

- a. Support marketing initiatives and business development activities targeting Performing Arts **Quarter 1-4**
- b. Promote Skills Active products at industry conferences and events **Quarter 1-4**
- c. Ensure LSAs have, and meet, prioritised targets for Performing Arts participation and achievement **Quarter 1-4**

Learning Solutions

- a. Complete development of key Performing Arts programmes **In line with the 2019 Programme Plan timelines**
- b. Develop and launch a Youth Award linked to Performing Arts as determined by the Performing Arts Industry Advisory Group (IAG) **Quarter 3**

Kaihautū

- a. Develop and implement a Performing Arts engagement strategy for Māori/Pasifika which includes key stakeholders, key clients, and engagement strategies at regional and national levels **Quarter 2**
- b. Identify and prioritise qualifications and programmes for Māori and Pasifika Performing Arts **Quarter 2**

Corporate Services

- a. Support business outcomes and allocate budget where identified and approved **Quarter 1**
- b. Develop NZRRP to incorporate the scope of Performing Arts **Quarter 1**
- c. Ensure key Kairangi dashboards are set up, reported on quarterly, and maintained to monitor and promote Performing Arts participation and achievement **Quarter 2**
- d. Provide opportunities for staff training on awareness of the Performing Arts industry **Quarter 2**
- e. Identify and review third party funding opportunities for programme development and delivery e.g. Lottery Funds, Community Trusts **Quarter 2**

4 Develop the correct programmes for industry that are valued by industry

	Shareholder	Board	Committee	CEO	Operation
Policy		P			
Plan		sp		P	sp
Approve		P		sp	
Implement				P	sp
Monitor		P		sp	sp
Review		P		sp	sp

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Policy

Programmes will be developed and made available to industry based on industry skill need

Programmes for development will be prioritised based on:

- Industry need (identified current/future skill development need by industry)
- Training demands (numbers)
- Funding potential (TEC/self-funded)
- Ability to meet strategic imperatives in other ways

Chief Executive

a. Approve programme development plan (and make ongoing amendments due to changing priorities) so as to meet policy requirements **Quarter 1-4**

b. Ensure HR and other resource provided that will support timely delivery of prioritised programmes **Quarter 1-4**

Learning Solutions

a. Continue programme development (year three post-TRoQ) to develop and implement identified priority programmes **As per programme development timeline**

b. Continue unit standard and qualification development and reviews to align with programme priorities and to ensure 70% of standards are within review date **As per programme development timeline**

c. Contribute to the needs analysis for new identified qualifications developed, and if viable, new qualifications scoped, developed and listed **Quarter 1-4**

d. Develop appropriate learning tools and resources (including sourcing of appropriate off-job delivery if required) to support apprenticeship programmes, and programmes where on-job learning may not be readily available **Quarter 1-4**

e. Continue development of assessment solutions, using innovative evidence collection and assessment approaches **Quarter 1-4**

f. Develop evaluation model and schedule for all programmes **Quarter 1-4**

g. Ensure the pathway to identify and train assessors for new programmes is developed and in place prior to implementation, including appropriate upskilling for existing assessors **Ongoing, alongside programme development implementation**

h. Lead evaluations of programmes to identify barriers, successes and improvements required for learner and employer success **6 and 18 months post-launch**

Industry Engagement

a. Lead needs analysis process for programme and qualification development prioritisation **Quarter 1-4**

b. Identify potential to use Youth Awards, Limited Credit Programmes, Supplementary Credit Programmes and micro-credentials in each of the industries, and advise on the priority for development **Quarter 1-4**

c. Engage industry through IAGs and, where needed, programme advisory groups to endorse qualification and programme development **Quarter 1-4**

d. Identify self-funded development opportunities and develop business cases as needed **Quarter 1-4**

e. Lead the implementation of prioritised programmes and develop and implement marketing plans for each programme launch, and demonstrate campaign success **Quarter 1-4**

f. Ensure qualification enrolment targets are met **Quarter 1-4**

- Exercise qualifications - 12%
- Community Recreation qualifications - 28%
- Sport qualifications - 4%
- Snowsport qualifications - 19 %
- Outdoor Recreation qualifications - 20%
- Performing Arts qualifications - 3%
- Multi-industry qualifications - 14%

Trainee Support

a. Provide customer/workplace/learner insight into programme development and end user experience **Quarter 1-4**

b. Develop expertise alongside the Industry Engagement team, to successfully embed newly developed qualifications into clients **Quarter 1-4**

c. Ensure LSAs have, and meet, prioritised targets for new programme participation and achievement **Quarter 1-4**

Kaihautū

a. Identify and prioritise qualifications and programmes for Māori and Pasifika and feed into Learning Solutions **Quarter 1**

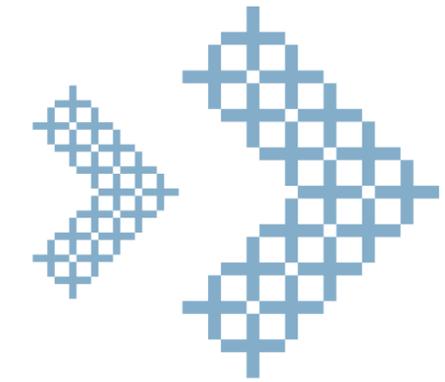
b. Develop Whānau/Aiga-centric programmes where a business case is established **Quarter 2-4**

Corporate Services

a. Ensure Kairangi is enhanced to support programme and qualification development and implementation **Quarter 2**

5

SportNZ will value Skills Active as a workforce development agent



	Shareholder	Board	Committee	CEO	Operation
Policy		P			
Plan			sp (TAW)	P	sp
Approve		P		sp	
Implement		sp		P	sp
Monitor			P (TAW)	sp	sp
Review		P		sp	sp

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Policy

SportNZ is actively promoting Skills Active as a workforce partner (top down and bottom up)

Chief Executive

- a. Arrange for meeting(s) with the Minister of Sport and Recreation to explain how we can assist the Government in achieving progress against the Living Standards Framework
- b. Meet quarterly with GM level managers in SportNZ to set and monitor an engagement plan
- c. Work closely with industry partners to promote mutual value to SportNZ
- d. Prioritise key relationships from willing partners in the sport industry in workforce development to highlight the value of our work
- e. Arrange for Chair-to-Chair and Board-to-Board meetings with SportNZ to share the value proposition that we offer in working in partnership
- f. Meet with the CE of SportNZ to further the relationship

Quarter 1

Quarter 1-4

Quarter 1-4

Quarter 1-4

Quarter 2

Quarter 3

Industry Engagement

- a. Hold quarterly stakeholder meetings with SportNZ General Managers and workforce development staff
- b. Work with Trainee Support team to develop and roll out two Regional Sport Trust (RST) pilots supporting on-job training models
- c. Develop a Memorandum of Understanding with SportNZ which includes an annual work plan
- d. Engage the Sport and Community Recreation Industry Advisory Group to advance initiatives that promote workforce development and on-job training in the sector
- e. Deliver effective programmes to National Sporting Organisations to demonstrate the value of on-job qualification models for the industry

Quarter 1-4

Quarter 2

Quarter 2

Quarter 4

Quarter 4

Kaihautū

- a. Kaihautū (Skills Active) to Kaihautū (SportNZ Senior Advisor Māori Participation) relationship developed with SportNZ
- b. Align programmes/qualifications with SportNZ Whetu Rehua framework where appropriate

Quarter 2

Quarter 3

Trainee Support

- a. Form regional partnerships with RSTs to promote workforce development capability
- b. Work with Industry Engagement to develop and roll out two RST pilots supporting on-job training models

Quarter 2

Quarter 3

Learning Solutions

- a. Scope and develop, in partnership with SportNZ, a flagship Facility Management programme
- b. Embed reference to SportNZ resources, policy, and tools within programmes where relevant
- c. Develop programmes required to support the RST pilots
- d. Ensure key SportNZ staff are communicated with and involved in qualification, programme and unit standard development

Quarter 1-4

Quarter 1-4

Quarter 1-4

Quarter 3

Corporate Services

- a. Establish and maintain relationship at CFO level

Quarter 2

6

Skills Active thrives under the Government's Living Standards Framework (LSF)

	Shareholder	Board	Committee	CEO	Operation
Policy		P		sp	
Plan		sp	sp (TAW)	P	sp
Approve		P		sp	
Implement		sp	sp (TAW)	P	sp
Monitor			P (TAW)	sp	sp
Review		P	sp (TAW)	sp	sp

KEY

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Policy

Skills Active and its stakeholders can articulate the value of its work to NZ Inc. in terms of wellness outcomes. This imperative looks at wellness contribution across:

1. Social
2. Natural
3. Human
4. Financial and physical
5. Cultural identity
6. Community (Volunteerism)

Chief Executive

- | | |
|--|-------------|
| a. Produce clear statements positioning Skills Active's impact on outcomes in the LSF areas of wellness | Quarter 1 |
| b. Maintain existing strategic partnerships and develop any new ones of benefit to further our industries' abilities to continue contributing to the LSF | Quarter 1-4 |
| c. Lobby to ensure volunteers remain able to access funded training through Skills Active | Quarter 1-4 |
| d. Arrange meetings with key Ministers to highlight how Skills Active can help the Government achieve the LSF | Quarter 2 |
| e. Investigate ability to offer training and qualifications in cultural capability across all areas of New Zealand | Quarter 2 |
| f. Write advocacy pieces to highlight our industries' contributions to the LSF | Quarter 2-4 |

Trainee Support

- | | |
|---|-------------|
| a. Ensure workplace relationship agreements include wellness outcomes to capture and communicate the industry contribution to wellness outcomes | Quarter 1 |
| b. Promote the LSF, including highlighting the contribution of our industries to the LSF through engagement with workplaces and trainees | Quarter 1-4 |
| c. Promote skill development of volunteers and embed through RST trial | Quarter 2 |

Industry Engagement

- | | |
|--|-----------|
| a. Develop and evaluate an advocacy plan which includes positioning statements on Skills Active's impact on the LSF, and enact with industry partners and funders | Quarter 1 |
| b. Ensure partnership agreements include wellness outcomes to capture and communicate the industry contribution to wellness outcomes | Quarter 2 |
| c. Publish research linking our industries' contribution to wellness outcomes | Quarter 3 |
| d. Promote skill development and develop pathways for volunteers through on-job qualification initiatives including coordinating and promoting the Skills Active Volunteer Development award | Quarter 3 |
| e. Implement the Skills Active brand strategy, with a focus on highlighting the impact of our industries on wellness outcomes and the work of Skills Active. Report on outcomes quarterly | Quarter 4 |
| f. Publish 10 workplace "hero" videos which highlight Skills Active workplaces, their wellness contribution, and how industry training has added value to their business | Quarter 4 |

Learning Solutions

- | | |
|---|-------------|
| a. Use wellbeing framework indicators as part of the evaluation methodology for programme outcomes | Quarter 1 |
| b. Embed reference to the wellbeing framework within qualifications, unit standards, programmes and resources, where relevant | Quarter 1-4 |

Kaihautū

- | | |
|---|-------------|
| a. Engage with key influencers to advocate for continued levels of volunteering; enabling growth for Māori and Pasifika to access funded training through Skills Active | Quarter 2 |
| b. Explore, identify and promote training and qualifications in cultural capability across all areas of New Zealand | Quarter 3-4 |

Corporate Services

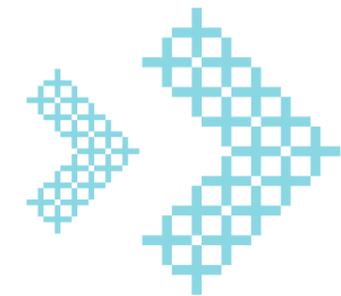
- | | |
|--|-----------|
| a. Report development for tracking volunteer metrics | Quarter 2 |
| b. Develop an LSF reporting framework into the annual report structure | Quarter 2 |

7 Be a leader in Māori workplace qualification achievement

	Shareholder	Board	Committee	CEO	Operation
Policy		P		sp	
Plan			sp (TAW)	P	sp
Approve		P		sp	
Implement			sp (TAW)	P	sp
Monitor			P (TAW)	sp	sp
Review		P	sp (TAW)	sp	sp

KEY

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Policy

- Māori participation in training is equal to or exceeds the percentage of Māori in our workforce (11.3%)
- Completion rate is equal to or exceeds that of non-Māori
- Defined Māori development strategy in place to meet Māori stakeholder and workplace aspirations

Chief Executive

- | | |
|---|-------------|
| a. Support relationships with iwi to promote career opportunities and meet skill needs within those communities | Quarter 1-4 |
| b. Ensure resources (HR and other) are available to grow the necessary support networks to ensure completions | Quarter 1-4 |
| c. Ensure staff are trained and supported to engage effectively with iwi, hapu and whānau | Quarter 1-4 |
| d. Investigate the development of training courses and qualifications that will promote increased cultural capability across the New Zealand workforce, using our unique bicultural abilities | Quarter 2 |

Kaihautū

- | | |
|--|-------------|
| a. Support the Corporate Services team to set up appropriate dashboard and reports to identify by workplace and respond to Māori trainees who are not completing | Quarter 1 |
| b. Develop and implement an iwi/hapu engagement plan and put in place partnership agreements highlighting areas for opportunity that are mutually beneficial, including solutions for workplaces outside our scope | Quarter 1-2 |
| c. Promote awareness of career pathways and develop pathway maps for Māori, through partnerships and appropriate communications that reflect Kaupapa Māori | Quarter 2 |
| d. Provide assistance to establish and maintain an advisory group structure that best supports Māori workforce development | Quarter 2 |
| e. Provide a report to the 2019 AGM which highlights the approach/progress and achievements for Māori and Pasifika | Quarter 2 |

- | | |
|--|-----------|
| f. Develop case studies of successful Māori role models in our industries and showcase to promote career opportunities available | Quarter 3 |
| g. Support the Industry Engagement and Trainee Support teams to engage with Māori to achieve participation and achievement targets | Quarterly |
| h. Review completion and credit results quarterly to identify by workplace and respond to Māori trainees who are not completing | Quarterly |
| i. Consider and implement appropriate delivery mechanisms and roles | |

Industry Engagement

- | | |
|--|-------------------------------------|
| a. Support the development and implementation of a Māori engagement plan, including: <ul style="list-style-type: none"> i. Developing and implementing a communication and marketing plan for current and potential trainees. Identify base line measures and set targets for 2019 ii. Identifying, developing, and coordinating any projects which are supported through key clients and national organisations iii. Establishing and maintaining a Māori advisory group in consultation with Kaihautu | Quarter 1
Quarter 2
Quarter 3 |
|--|-------------------------------------|

Trainee Support

- | | |
|--|---|
| a. Support the development and implementation of a Māori engagement plan, including: <ul style="list-style-type: none"> i. Ensuring LSAs have prioritised targets for Māori participation and achievement ii. Ensuring mentoring and pastoral care is in place to support achievement of Māori learners iii. Ensuring Trainee Support staff are trained and supported to engage effectively with iwi, hapu and whānau | Quarter 1
Quarter 1-4
Quarter 1-4 |
|--|---|

Learning Solutions

- a. Priority Māori qualifications framework and standards developed, and Kaupapa Māori programmes launched and supported
- b. Include reference to Māori needs within assessor training programme
- c. Work with Kaihautū to introduce bilingual titles/headings and concepts within our resources
- d. Investigate and prioritise a Youth Award, for example aligned to national Kapa Haka competition

As per programme development plan

Quarter 1

Quarter 2

Quarter 3

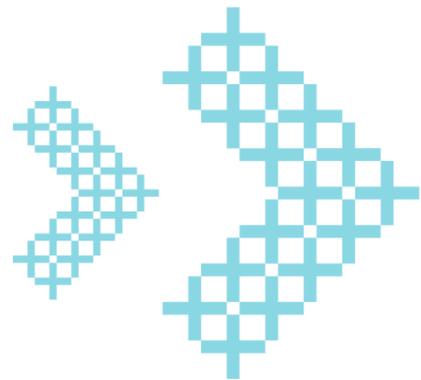
Corporate Services

- a. Ensure key Kairangi dashboards are set up, reported on quarterly, and maintained to monitor and promote Māori participation and achievement
- b. Identify and review third party funding opportunities for programme development and delivery e.g. Lottery Funds, Community Trusts
- c. Support training for staff so they can engage appropriately with Māori and Pasifika (including induction, support/mentoring from mana whenua and Pasifika community respectively)

Quarter 2

Quarter 2

Quarter 3



	Shareholder	Board	Committee	CEO	Operation
Policy		P		sp	
Plan				P	sp
Approve		P		sp	
Implement				P	sp
Monitor		P		sp	sp
Review		P		sp	sp

KEY

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Policy

- Continue to be a Category One provider
- Meet TEC investment plan annually
- Be an employer of choice in the vocational education and training industry, and in our industries
- Maintain financial viability and stability
- Internal technology and resources are contemporary and effective
- Customer satisfaction greater than 80% (survey engaged/not-engaged trainees, workplaces, withdrawn candidates, stakeholders)

Chief Executive

- | | |
|---|-------------|
| a. Monitor EER action plan and ensure progress is made in all areas | Quarter 1-4 |
| b. Ensure appropriate quality assurance checks, feedback mechanisms and survey results are carried out, assessed and continual improvements implemented | Quarter 1-4 |
| c. Monitor ongoing investment plan performance bi-weekly with SMT, and adjust plans accordingly | Quarter 1-4 |
| d. Ensure financial budgeting and reporting is timely and accurate | Quarter 1-4 |
| e. Assign resource for appropriate technology and other resources for staff to do their job and customers to have a valuable interaction with Skills Active | Quarter 1-4 |
| f. Encourage and monitor a positive working environment at Skills Active including improving identified areas of recognition, development and inclusion | Quarter 1-4 |
| g. Negotiate with TEC in relation to investment plan 2020 | Quarter 3 |

Senior Management Team

- a. Promote a strong staff culture where staff exhibit teamwork and cooperation in line with the organisational values of Tika, Pono and Aroha
- b. Actively promote a health and safety culture so that we offer our staff and clients safe and high-quality experiences
- c. Ensure staff have the skills for their jobs, information to understand their own and others' contributions, and feel valued
- d. Promote a culture of continual improvement (CI) so that Skills Active is a true learning organisation
- e. Achieve established budget and business plan targets
- f. Achieve overall 80% customer satisfaction levels

Learning Solutions

- | | |
|--|--|
| a. Develop and implement appropriate programme evaluation methodology | Quarter 1 |
| b. Meet NZQA external moderation and consistency requirements | Quarter 1-4 |
| c. Meet NZQA listing requirements for qualifications, standards and programmes, without formal resubmissions required | Quarter 1-4 |
| d. Ensure those assessing our standards and qualifications (internal assessors and external providers and schools) are at a quality standard and meet our Consent and Moderation Requirements | Quarter 1-4 |
| e. Ensure external and internal moderation activities are carried out in line with NZQA and industry expectations | Quarter 1 to set up plans, ongoing implementations |
| f. Implement appropriate mechanisms to monitor and follow up non-compliance of assessors, providers and schools | Quarter 1 to set up mechanisms, ongoing |
| g. Oversee the implementation and achievement of the EER action plan and ensure outcomes are met | Quarter 2 |
| h. Ensure quality processes are embedded into our programme development processes, including pre-assessment moderation, robust benchmarking processes (including annual review), and assessor training and support processes | Quarter 2 for processes, ongoing implementation |
| i. Review our Consent and Moderation Requirements (CMRs) to ensure alignment with programme requirements and industry expectations | Ongoing as programmes are developed |

Industry Engagement

- | | |
|--|---|
| <ul style="list-style-type: none"> a. Ensure appropriate workplace engagement with Skills Active to support achieving TEC targets <ul style="list-style-type: none"> i. Maintain retention rate of workplaces continuing to engage ii. WRAs signed by 95% of active workplaces b. Achieve agreed STM funding levels with TEC <ul style="list-style-type: none"> i. 1700 Industry Training Fund STMs ii. 100 NZ Apprentice STMs c. Achieve agreed Educational Performance Indicators with TEC with a balanced and consistent level through the year: <ul style="list-style-type: none"> i. 80% active trainees ii. 80% programme completion rate (including 80% specifically for Māori, Pasifika, under 25 and Level 4+) iii. 80% credit completion rate (including 80% specifically for Māori, Pasifika, under 25 and Level 4+) iv. Drive trainees' progression through qualifications and ensure support and assessment framework is in place to report credits and completions, acknowledging achievement within required timeframes d. Achieve agreed apprenticeship achievement and retention targets with TEC: <ul style="list-style-type: none"> i. 60% apprenticeship completion rate ii. 60% apprenticeship retention rate | <p>Quarter 1-4</p> <p>Quarter 4</p> <p>Quarter 4</p> <p>Quarter 4</p> |
|--|---|

Corporate Services

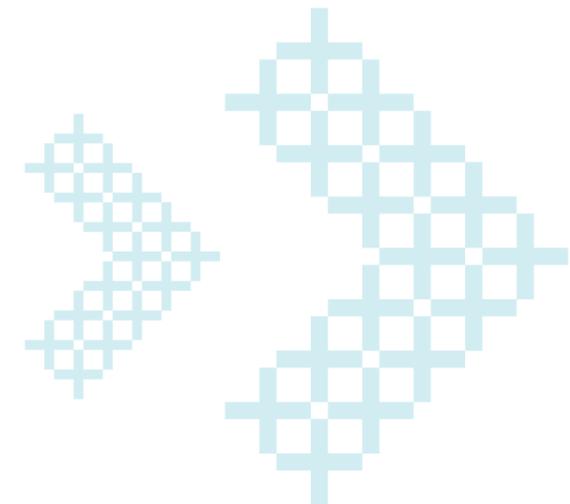
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|--|---|
| <ul style="list-style-type: none"> a. Develop and implement an IT strategy that continues to show we are innovative, and places the customers first in providing tools to enhance engagement with us b. Operate finance systems in accordance with financial best practice, and to comply with legislation, board policy and TEC requirements c. Ensure data is accurate and reliable and ensure compliance with external stakeholders TEC and NZQA d. Ensure health and safety systems comply with legislation, board policy and internal requirements e. Ensure human resource policies, procedures and processes are complied with and are reviewed regularly to maintain currency f. Ensure staff have the tools, equipment, and environment required to carry out their duties g. Review the fee structure for our different size clients and develop a strategy for equitable fees going forward – ensure the true cost is understood and then reflected in our fees schedule | <p>Quarter 1</p> <p>Quarter 1</p> <p>Quarter 1</p> <p>Quarter 2</p> <p>Quarter 2</p> <p>Quarter 2</p> <p>Quarter 3</p> |
|--|---|

Trainee Support

- | | |
|---|---|
| <ul style="list-style-type: none"> a. Develop industry-specific business development plans approved to 2020 b. Promote Skills Active as employer of choice in external marketing, including highlighting our unique working environment and staff c. Ensure STM range targets are achieved in each industry and report quarterly on progress <ul style="list-style-type: none"> i. Exercise industry: 255 - 285 STMs ii. Community Recreation industry: 577 - 645 STMs iii. Sport industry: 80 - 90 STMs iv. Snowsport industry: 390 - 436 STMs v. Outdoor Recreation industry: 330 - 370 STMs vi. Performing Arts industry: 68 - 74 STMs d. Achieve industry completion rates of 80% and report quarterly on progress | <p>Quarter 1</p> <p>Quarter 1-4</p> <p>Quarter 4</p> <p>Quarter 4</p> |
|---|---|

Kaihautū

- a. Ensure Māori and Pasifika partners advocate and recommend working with Skills Active
- b. Make available cultural awareness programmes to allow staff and organisations to gain a greater understanding of how to engage and get the best out of Pasifika/Māori trainees and staff



9

Equip learners, workplaces and industry with tools for success

	Shareholder	Board	Committee	CEO	Operation
Policy		P		sp	
Plan				P	sp
Approve		P		sp	
Implement				P	sp
Monitor				sp	sp
Review		P		sp	sp

KEY

- P – Prime Lead
- sp – Support Prime
- A&R – Audit & Risk committee
- TAW – Titiro Anga Whakamua

Policy

- Roles/careers and pathways are understood and achieved by people in our industry
- Technology and resources for workplaces and trainees are contemporary and effective
- Industries provided with key research outcomes around skills needs - current and future

Chief Executive

- | | |
|---|-------------|
| a. Identify key research requirements and prioritise within budget. 2019 research to include snowsport workforce metrics | Quarter 1-3 |
| b. Resource ongoing career mapping initiatives and place these in suitable online formats to make the information accessible to all | Quarter 1-4 |
| c. Prioritise IT developments around customer-centric solutions that will drive positive engagements with Skills Active | Quarter 1-4 |
| d. Ensure resource is available to carry forward IT developments so that we stay e-relevant to our workplaces and trainees | Quarter 1-4 |
| e. Research other tools and resources that workplaces and trainees might need to ensure skill development and qualifications | Quarter 2 |

Industry Engagement

- | | |
|--|-----------|
| a. Complete industry engagement plans for all industries and report quarterly to SMT on progress | Quarter 1 |
| b. Review Skills Active industry awards and make recommendations to Titiro Anga Whakamua for future awards and criteria | Quarter 2 |
| c. Conduct industry surveys on workforce development needs and publish results | Quarter 2 |
| d. Complete needs analysis on career tools, workforce development tools, and industry registration resources and make recommendations for future development | Quarter 2 |
| e. Conduct one client Return on Expectations evaluation, and feed results into SMT | Quarter 3 |

- | | |
|--|-----------|
| f. Publish industry workforce trends document with census and other survey data, and include updated snowsport metrics | Quarter 3 |
| g. Develop industry workforce actions plans with industry advisory groups and publish online | Quarter 3 |
| h. Scope and implement phase two of website development which includes survey/feedback on website phase one work | Quarter 4 |
| i. Scope and implement phase two of career pathways website | Quarter 4 |
| j. Support industry events, conferences and awards and complete a Return on Investment report on each event | Quarter 4 |

Trainee Support

- | | |
|--|-------------|
| a. Develop and implement a mentoring model for identified trainees that need support, including appropriate resourcing, networks and tools | Quarter 1 |
| b. Promote Skills Active products at industry events, conferences and ensure awards are supported and ROI contributed | Quarter 1-4 |
| c. Ensure appropriate spread of LSA coverage to support workplaces and trainees to succeed | Quarter 1-4 |
| d. Be the 'Voice of the Learner/Trainee/Workplace' to ensure technology and resources for workplaces and trainees are contemporary and effective | Quarter 1-4 |
| e. Support the successful completion of apprenticeships, including addressing the outcomes of the Apprenticeship Report and implementing agreed outcomes | Quarter 1-4 |

Learning Solutions

- | | |
|--|---|
| a. Implement e-learning and assessment solutions that meets the needs of all stakeholders | Quarter 1 |
| b. Ensure appropriate Recognition of Learning for Credit (RLC) processes are available for trainees for all programmes | Quarter 1-4 |
| c. Ensure award and qualification pathways are clearly understood and communicated internally, including school-to-industry pathways | Quarter 2 |
| d. Support the development and implementation of a mentoring model including providing resource to develop and support tools for mentors | Quarter 2 |
| e. Maintain existing Youth Award programme and delivery mechanisms | Quarter 2 to set up mechanism, ongoing implementation |

Kaihautū

- a. Report quarterly to Titiro Ānga Whakamua with an analysis of the current trends and Return on Expectations evaluations from Māori and Pasifika strategic clients
- b. Promote career pathways in ways which encourage ongoing participation by Māori and Pasifika
- c. Industry events, conferences in support of the ITF Te Rautaki Whakarōpū Māori are supported where a Return on Investment case is presented

Quarter 1-4

Quarter 2

Quarter 2

Corporate Services

- a. Develop and implement an IT strategy based on identified priorities, to provide a seamless client experience through our various systems
- b. Support ongoing development of NZRRP, ActiveCV and other industry-required IT tools
- c. Manage improvements to IT systems to provide value to staff and customers

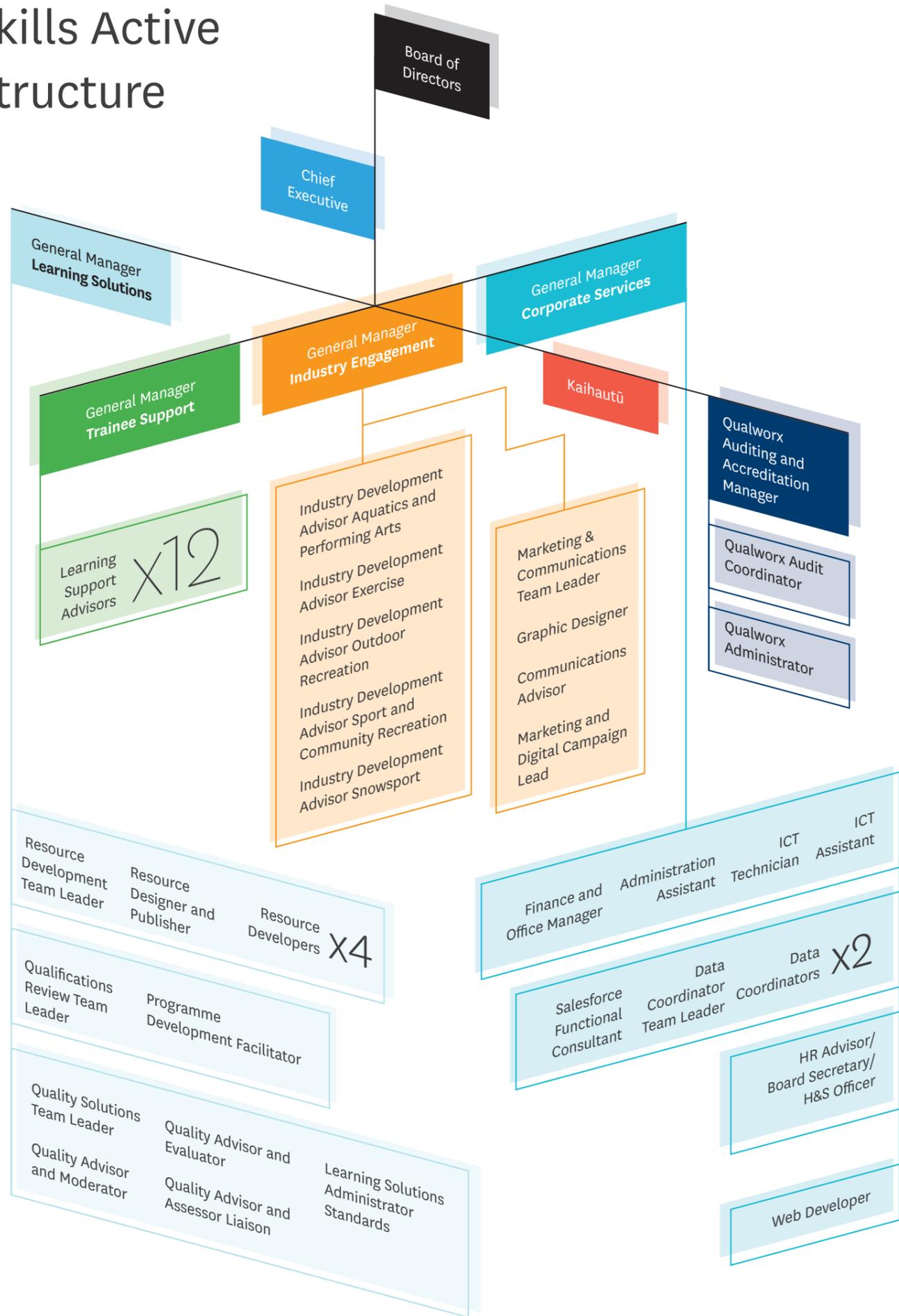
Quarter 1

Quarter 1

Quarter 2



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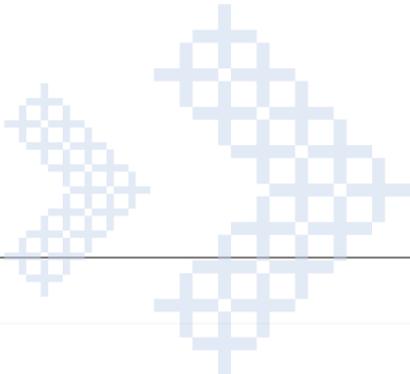
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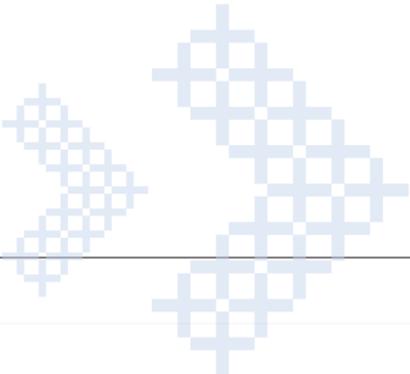
As at March 2019. Subject to change.

Notes:



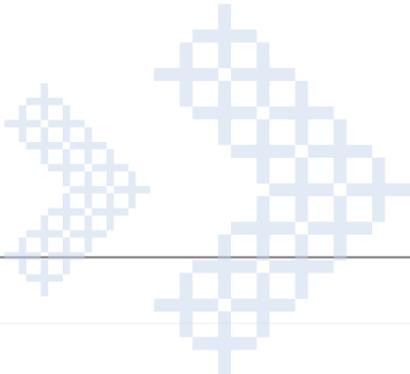
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Notes:



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Active Careers through
On-Job Qualifications

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