

# Skills Active Strategic Business Plan



Active Careers through On-Job Qualifications



*We equip people and businesses to thrive*

**Tēnei te Mauri  
Te Mauri ka tū  
Te Mauri ka oho  
Te Mauri ka rewa**

**Eke panuku, eke tangaroa  
Whakatū tārewa ki-te-rangi  
Uhi, wero, tau mai te mauri**

**Hara mai te toki ko  
Whakatangatanga-i-te-rā  
Haumi e! Ui e! Taiki e!**

The life-force is moving  
The life-force is active  
It is alive, it is present  
It is coherent  
It is all encompassing

From the spirit realms  
Place the life-force forward, challenge  
Give me the adze called  
“Whakatangatanga-i-te-rā”  
The Adze of Creator,  
That holds the supernatural  
Power to loosen the sun  
It is done, it is complete  
I have made my energy on  
With all that is!

**- Nā Te Ngakooterangi Ngaropo**



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## Context for 2020 business plan



Skills Active's operating environment is undergoing a transformation as a result of the reform of vocational education (RoVE). There is a long transition timeframe in place for completing the RoVE changes, with ITOs to be fully transitioned by the end of 2022. However, we anticipate that there will be changes through 2020, which Skills Active will need to respond to. Therefore, this business plan has been written to reflect the following for 2020:

- We plan to ensure business as usual for our trainees, workplaces and staff through 2020
- We plan to ensure that Skills Active is well-positioned in the post-RoVE environment to ensure the best outcomes for our industries and staff.

To this end, the business plan focuses on core business activities that will achieve the above aims as efficiently as possible.

## Strategic imperatives



With the above context in mind, the following changes have been made to our strategic imperatives, to which all our 2020 plans are aligned:

2019	2020
N/A – not previously a strategic imperative	Position the organisation, staff and industries for the best outcome in the post-RoVE environment.
Value and manage key strategic relationships through a key client plan	Remains the same
Continue to be a high performing ITO	Remains the same with the addition of 'TITO' to reflect our new organisational status from 1 April 2020
Be a leader in Māori workplace qualification achievement	Remains the same
Develop the correct programmes for industry, that are valued by industry	Remains the same with a focus on programme development aligned to a post-RoVE environment
Equip learners, workplaces and industry with tools for success	Remains the same with a re-focus on post-RoVE role
Sport NZ will value Skills Active as a workforce development agent	Remains the same with a re-focus on key activities
Pasifika trainees complete to the same high rate as other trainees	Remains the same with a re-focus on supporting current Pasifika trainees/workplaces
Grow performing arts to represent 10% of Skills Active's business by 2022	Service existing performing arts clients to build a strong sector reputation
Skills Active thrives under the government's Living Standards Framework (LSF)	Removed – no longer a strategic imperative in the current environment

## Overview of roles and responsibilities for this plan



The following table outlines the roles and responsibilities for each part of the plan:

**P = Primary Lead**

**sp = Supporting Primary**

	Shareholder	Board	Business Modelling Committee	CEO	Operation
Policy (inc. setting Strategic Imperatives)		<b>P</b>	<b>sp</b>	<b>sp</b>	
Plan			<b>sp</b>	<b>P</b>	<b>sp</b>
Approve		<b>P</b>	<b>sp</b>	<b>sp</b>	
Implement		<b>sp</b>	<b>sp</b>	<b>P</b>	<b>sp</b>
Monitor			<b>P</b>	<b>sp</b>	<b>sp</b>
Review	<b>sp</b>	<b>P</b>	<b>sp</b>	<b>sp</b>	<b>sp</b>

# 01

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*Position our industries,  
staff and organisation  
for the best outcomes in the  
post-RoVE environment*



## Context and transition overview

Skills Active is about to be transformed through the reform of vocational education. It will be a period of significant disruption and change, and on the other side will be a completely new operating environment. This change needs to be managed to ensure that Skills Active can get the best outcomes for its industries, shareholders and staff through the reform process. Whilst 2020 will see no changes in our day-to-day operations, our focus must also be on ensuring a smooth transition, which we expect to occur in mid-2021.

## Policy

- We will ensure our organisation is best positioned to take advantage of opportunities for our shareholders in the post-ROVE environment
- We will ensure our industries/shareholders are best positioned in the new regime to meet their long-term workforce development aspirations
- We will ensure staff resources and motivation are high throughout the transition, and staff are given opportunities to move if positions become available in the new regime that we cannot offer
- We will have an approved transition plan with TEC that is in line with our industries' expectations.



## 2020 plan overview

### Chief Executive

- a. Develop and implement a RoVE master plan to manage the following work-streams required to transition successfully:
  - 1. Submission on bill (completed in 2019)
  - 2. WDC for Creative, Cultural and Recreation Services
  - 3. Other future business
  - 4. ITO transition plan
  - 5. HR and staff issues
  - 6. Protecting Skills Active assets and reserves
  - 7. Treaty-based kaupapa

### Senior Management Team

- a. Support the development and implementation of the RoVE master plan and associated work-streams.



# 02



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



## Context and transition overview

Keeping our key clients engaged, enrolling and completing trainees remains a key focus for 2020, for the following reasons:

- It is critical to ensure we meet our STM and financial targets for 2020
- It maintains a business as usual approach through 2020, which creates a sense of stability for staff and industry
- It aligns to the key directive from the Minister of Education that engagement in industry training should increase, and keeps Skills Active, our staff and industries well-positioned for the new environment.

## Policy

- We will retain all of our key clients within our scope
- The STM ratio of key clients to non-key clients will be maintained at 60/40  
*Note: A key client is one with 100 or more current trainees.*

## 2020 plan overview

### 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 Chief Executive at least annually, including board representation if appropriate | Ongoing   |
| c. Be available to develop relationships with potential new key clients and involve board members where this will assist       | Ongoing   |

### Industry Engagement and Trainee Support

- |   |           |
|---|-----------|
| a. Develop, implement and monitor key client support plans                                  | Quarter 1 |
| b. Develop flexible workplace relationship agreements until the end of 2020 for key clients | Quarter 1 |

### 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              | Ongoing as per client need |
| c. Support key client programme implementations and evaluations, to inform programme development and review, and assessor development | Ongoing                    |

### Kaihautū

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

### Corporate Services

- |  |           |
|--|-----------|
| a. Ensure pipeline and dashboard management reporting is in place for key clients                          | Quarter 2 |
| b. Respond to client driven needs with innovative IT and administration solutions where and as appropriate | Quarter 1 |



# 03

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*Continue to be a  
high-performing ITO and TITO*



## Context and transition overview

This strategic imperative is focused on ensuring Skills Active's core functions are carried out in line with the expectations of TEC, NZQA, Board and stakeholders, and operational requirements. Skills Active needs to be seen as a high-performing ITO to best position itself to transition successfully to the post-RoVE environment. This includes:

- Meeting TEC funding requirements of 1633 STMs and 98 NZ Apprenticeship STMs (funding of \$5,838,759)
- Meeting TEC Education Performance Indicators (EPIs) expectations. Skills Active has, in previous years, set credit and completion EPI targets above TEC expectations at 80%; however, with the challenges presented by RoVE, and the possible reduction in engagement from industry, these targets have been reduced to 70%
- Maintaining financial viability and stability and meeting best practice financial requirements
- Supporting staff to ensure a healthy workplace culture and to aid retention.

## Policy

- We will continue to be a category one provider
- We will meet our TEC investment plan annually
- We will be an employer of choice in the vocational education and training industry, and in our industries
- We will maintain financial viability and stability
- Internal technology and resources will be contemporary and effective
- The customer satisfaction rate will be greater than 80% (based on surveys of engaged and non-engaged trainees, workplaces, withdrawn candidates, and stakeholders)

## 2020 plan overview

### Chief Executive

- |  |                      |
|--|----------------------|
| a. Ensure appropriate quality assurance checks, feedback mechanisms and survey results are carried out and assessed, and continual improvements implemented  | Ongoing              |
| b. Monitor ongoing investment plan performance bi-weekly with SMT, and adjust plans accordingly  | Ongoing              |
| c. Maintain a constructive relationship with TEC: <ol style="list-style-type: none"> <li>1. to successfully meet their 2020 investment plan expectations</li> <li>2. and to successfully negotiate a 2021 investment plan</li> </ol> | Ongoing<br>Quarter 2 |
| d. Ensure financial budgeting and reporting is timely and accurate   | Quarter 1-4          |
| e. Encourage and monitor a positive working environment at Skills Active including improving identified areas of recognition, development and inclusion  | Ongoing              |

### 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 | Ongoing        |
| b. Actively promote a health and safety culture so that we offer our staff and clients safe and high-quality experiences                      | Ongoing        |
| c. Ensure staff have the skills for their jobs, information to understand their own and others' contributions, and feel valued                | Ongoing        |
| d. Promote a culture of continual improvement (CI) so that Skills Active is a true learning organisation                                      | Ongoing        |
| e. Achieve established budget and business plan targets   | As per targets |
| f. Achieve overall 80% customer satisfaction levels   | Ongoing        |

### Learning Solutions

- |   |   |
|---|---|
| a. Ensure external and internal moderation activities are carried out in line with NZQA and industry expectations   | Quarter 1 to set up plans, ongoing implementation |
| b. 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 | Ongoing   |
| c. Maintain appropriate mechanisms to monitor and follow-up non-compliance of assessors, providers and schools  | Ongoing   |
| d. Meet NZQA external moderation and consistency requirements   | Ongoing   |

### Kaihautū

- |  |         |
|--|---------|
| a. Ensure that Māori partners advocate and recommend working with Skills Active  | Ongoing |
| 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 Māori trainees and staff | Ongoing |



### Trainee Support and Industry Engagement

a. Develop and implement industry-specific business development plans, including setting and achieving STM targets for each industry	Quarter 1
b. Achieve agreed STM funding levels with TEC 1. 1,633 Industry Training Fund STMs 2. 98 NZ Apprentice STMs	Quarter 4
c. Achieve agreed Educational Performance Indicators with TEC at balanced and consistent levels through the year: 1. 80% active trainees 2. 70% programme completion rate (including at or above 70% specifically for Māori, under-25s and Level 4+) 3. 70% credit completion rate (including at or above 70% specifically for Māori, under-25s and Level 4+)	Quarter 4
d. Achieve agreed apprenticeship achievement and retention targets with TEC: 1. 60% apprenticeship completion rate 2. 60% apprenticeship retention rate	Quarter 4
e. Ensure appropriate spread of LSA coverage to support workplaces and trainees to succeed	Ongoing
f. Ensure appropriate workplace engagement with Skills Active to support achieving TEC targets 1. Maintain retention rate of workplaces continuing to engage 2. WRAs signed by 95% of active workplaces	Ongoing

### Corporate Services

a. Maintain IT systems that continue to meet customer needs to support continued engagement with us	Ongoing
b. Ensure health and safety systems comply with legislation, board policy and internal requirements	Quarter 2
c. Ensure human resource policies, procedures and processes are complied with and are reviewed regularly to maintain currency	Ongoing
d. Operate finance systems in accordance with financial best practice, and to comply with legislation, board policy and TEC requirements	Ongoing
e. Ensure staff have the tools, equipment and environment required to carry out their duties	Ongoing
f. Ensure data is accurate and reliable and ensure compliance with external stakeholders, TEC and NZQA	Ongoing

## Notes

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# 04

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*Be a leader in Māori workplace  
qualification achievement*



## Context and transition overview

This strategic imperative continues to be a high priority for Skills Active as it is part of who we are and what we represent. The focus in 2020 is to:

- Maintain and/or expand programmes with existing key Māori workplaces
- Bring on board new Māori workplaces where positive engagement has occurred
- Support the successful implementation of Māori programmes
- Maintain performance of Māori learners in mainstream workplaces.

## Policy

- Māori participation rate in training will be equal to or exceed the percentage of Māori in our workforce (11.3%)
- Completion rate will be equal to or exceed that of non-Māori
- A defined Māori development strategy will be in place to meet Māori stakeholder and workplace aspirations.

## 2020 plan overview

### Chief Executive

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

### Kaihautū

- |   |             |
|---|-------------|
| a. Maintain an iwi/hapū 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 |
| b. Support the marketing of successful Māori role models and workplaces in our industries and showcase to promote career opportunities available  | Quarter 3   |
| c. Support the Industry Engagement and Trainee Support teams to engage with Māori to achieve participation and achievement targets  | Quarter 1-4 |
| d. Review completion and credit results quarterly to identify and respond, by workplace, to those Māori trainees who are not completing   | Quarter 1-4 |
| e. Provide a report to the 2020 AGM which highlights the approach, progress and achievements for Māori  | Quarter 2   |

### Industry Engagement

- |   |           |
|---|-----------|
| a. Support the development and implementation of the Māori engagement plan, including:  |           |
| 1. Developing and implementing a communication and marketing plan for current and potential trainees. Identify baseline measures and set targets for 2020 | Quarter 1 |
| 2. Identifying, developing and coordinating any projects which are supported through key clients and national organisations                               | Quarter 2 |

### Trainee Support

- |   |           |
|---|-----------|
| a. Support the development and implementation of the Māori engagement plan, including:                      |           |
| 1. Ensuring pastoral care is in place to support achievement of Māori learners                              | Ongoing   |
| 2. Ensuring LSAs have prioritised targets for Māori participation and achievement                           | Quarter 1 |
| 3. Ensuring Trainee Support staff are trained and supported to engage effectively with iwi, hapū and whānau | Ongoing   |



# 05



*Develop the correct  
programmes for industry, that  
are valued by industry*



## Context and transition overview

The focus on programme development that has occurred over the last three years continues into 2020 with the view that industry will be better placed in the post-RoVE environment if existing programmes are available at the time of transition. With this in mind, 2020 will see the remaining priority programmes developed for industry. If new qualification and unit standard work is required that has a robust business case, it will only be undertaken if it can be completed before mid-2021 when the transition to the Workforce Development Council (WDC) is expected to occur.

## Policy

Programmes will be developed and made available to industry based on industry skill needs. Programmes for development will be prioritised, based on:

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

## 2020 plan overview

### Chief Executive

- |  |         |
|--|---------|
| a. Approve a programme development plan (and ongoing amendments due to changing priorities) that meets policy requirements | Ongoing |
| b. Provide HR and other resources to ensure timely delivery of prioritised programmes                                      | Ongoing |

### Learning Solutions

- |  |   |
|--|---|
| a. Continue programme development to develop and maintain 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 85% 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 and able to be completed before mid-2021, new qualifications scoped, developed and listed                                       | Ongoing   |
| d. Develop appropriate learning tools and resources (including sourcing of appropriate off-job delivery if appropriate) to support apprenticeship programmes and programmes where on-job learning may not be readily available | Ongoing   |
| e. Continue development of assessment solutions using innovative evidence collection and assessment approaches   | Ongoing   |
| f. 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         |
| g. Ensure the pathway to identify and train assessors for new programmes is maintained and in place prior to implementation, including appropriate upskilling for existing assessors   | Ongoing, alongside programme development implementation |

### Kaihautū

- |   |                    |
|---|--------------------|
| a. Identify and prioritise qualifications and programmes for Māori and feed into Learning Solutions | Quarter 1          |
| b. Develop whānau-centric programmes where a business case is established                           | Quarter 2, ongoing |

### Corporate Services

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

### Trainee Support

- |   |         |
|---|---------|
| a. Provide customer/workplace/learner insight into programme development and end user experience                                | Ongoing |
| b. Develop expertise, alongside the Industry Engagement team, to successfully embed newly developed qualifications into clients | Ongoing |
| c. Ensure LSAs have, and meet, prioritised targets for new programme participation and achievement                              | Ongoing |



# 06

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*Equip learners, workplaces and  
industry with tools for success*



## Context and transition overview

The focus for this strategic imperative is to provide value add tools to industry to enable their success. These tools include workforce planning tools, skills research, career pathway information and pathways, support for industry events, and web tools ActiveCV and NZRRP. Given the majority of these tools align to the skills leadership role, which is expected to be transferred to the functions of WDCs, the focus in 2020 will be to maintain these tools.

## Policy

- We will ensure roles/careers and pathways are understood and achieved by people in our industry
- We will ensure technology and resources for workplaces and trainees are contemporary and effective
- We will provide industry with key research outcomes around skills needs - current and future.

## 2020 plan overview

### Chief Executive

- |   |         |
|---|---------|
| a. Resource ongoing career mapping initiatives and place these in suitable online formats to make the information accessible to all   | Ongoing |
| b. Ensure resource is available to maintain effective IT structures so that we stay digitally relevant to our workplaces and trainees | Ongoing |

### Industry Engagement

- |  |           |
|--|-----------|
| a. Conduct industry surveys on workforce development needs, and publish results  | Quarter 2 |
| b. Publish industry workforce trends document with census and other survey data, and include updated snowsport metrics | Quarter 3 |
| c. Support industry events, conferences and awards and complete a return on investment report for each event           | Quarter 4 |
| d. Develop industry workforce actions plans with industry advisory groups, and publish online                          | Quarter 3 |
| e. Implement phase two of career pathways website  | Quarter 4 |

### Trainee Support

- |  |         |
|--|---------|
| a. Promote Skills Active products at industry events, support conferences and awards, and ensure that events contribute to ROI | Ongoing |
|--|---------|

### Learning Solutions

- |  |         |
|--|---------|
| a. Maintain existing youth award programme and delivery mechanisms | Ongoing |
|--|---------|

### Kaihautū

- |   |           |
|---|-----------|
| a. Promote career pathways in ways which encourage ongoing participation by Māori | Quarter 2 |
|---|-----------|

### Corporate Services

- |   |         |
|---|---------|
| a. Maintain IT systems to provide a seamless client experience through our various systems                | Ongoing |
| b. Support the development of NZRRP and ActiveCV and other industry-required IT tools, as per IT strategy | Ongoing |



# 07



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*Ensure Sport NZ values  
Skills Active as a workforce  
development agent*



## Context and transition overview

A strategic relationship with Sport NZ is still highly important for the transition to a post-RoVE environment. Engagement with Sport NZ will continue to:

- Support and launch new programmes (particularly within the sport and recreation industries) to gain their support and endorsement. This includes advocating for them not to support competing non-framework based programmes
- Engaging on multiple levels, from Board to Chief Executive to operations, to promote workforce development and vocational training and qualifications.

## Policy

Sport NZ will actively promote Skills Active as a workforce partner (top down and bottom up).

## 2020 plan overview

### Chief Executive

- |   |             |
|---|-------------|
| a. Develop and maintain an appropriate high-level relationship between Sport NZ and Skills Active, to share and strengthen value propositions | Ongoing     |
| b. Meet annually with the chief executive of Sport NZ as per MoU  | Ongoing     |
| c. Meet quarterly with GM-level managers in Sport NZ to implement and monitor agreed annual work programme                                    | Quarter 1-4 |
| d. Work closely with industry partners to promote mutual value to Sport NZ  | Ongoing     |
| e. Prioritise key relationships from willing partners in sport industry workforce development, to highlight the value of our work             | Ongoing     |

### Industry Engagement

- |  |             |
|--|-------------|
| a. Hold quarterly stakeholder meetings with Sport NZ general managers and workforce development staff  | Quarter 1-4 |
| b. Work with Trainee Support team to develop and roll out two new Regional Sport Trust (RST) pilots supporting on-job training models          | Quarter 2   |
| c. Renew the Memorandum of Understanding with Sport NZ including an annual work plan   | Quarter 2   |
| d. Review scope of the existing industry advisory group, to help re-position industries into a post-RoVE environment                           | Quarter 1   |
| e. Deliver effective programmes to National Sporting Organisations (NSOs) to demonstrate value of on-job qualification models for the industry | Quarter 4   |

### Trainee Support

- |   |           |
|---|-----------|
| a. Form and maintain regional partnerships with RSTs to promote workforce development capability          | Quarter 2 |
| b. Work with Industry Engagement to develop and roll out two RST pilots supporting on-job training models | Quarter 2 |

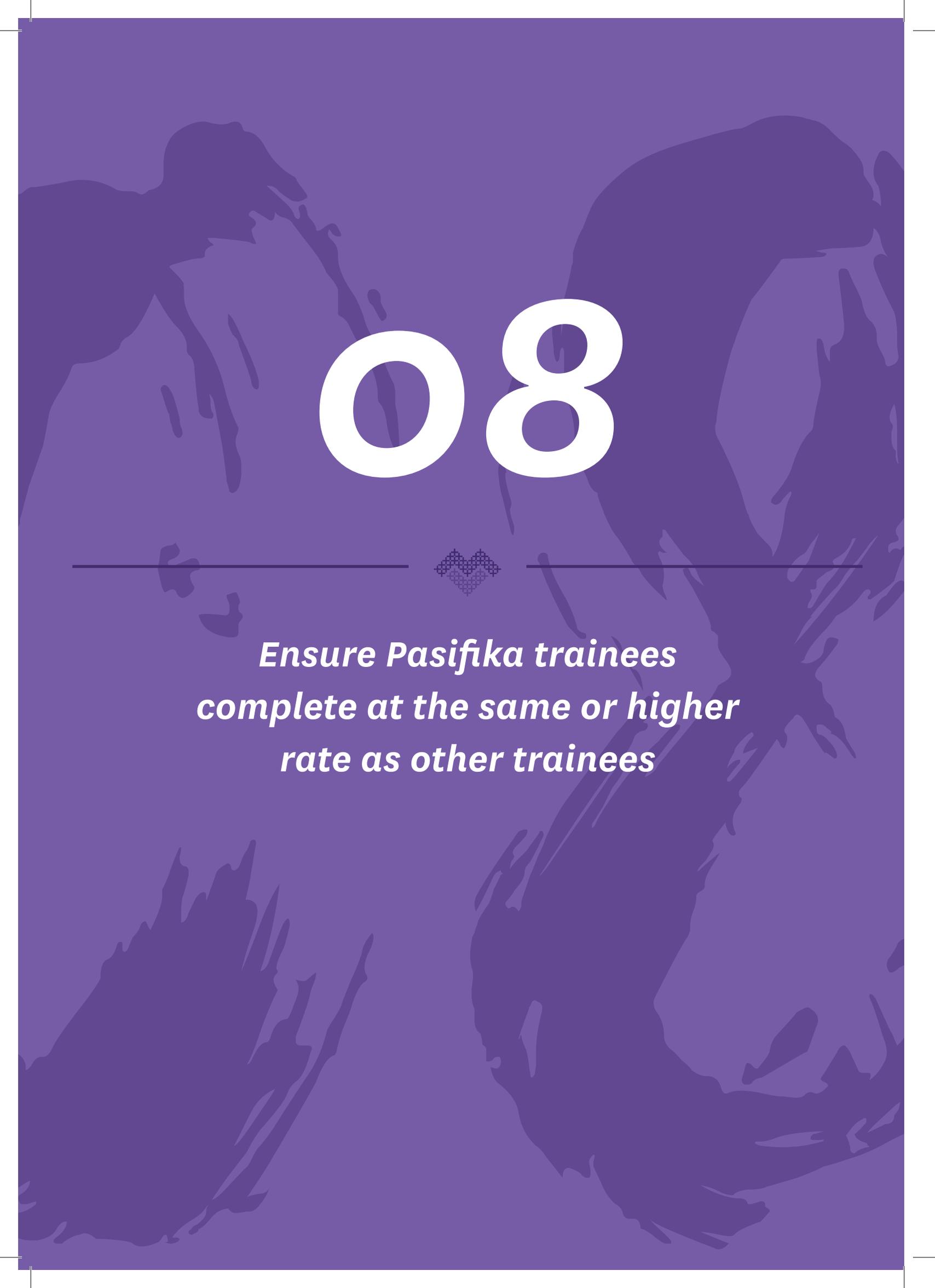
### Learning Solutions

- |   |         |
|---|---------|
| a. Ensure key Sport NZ staff are communicated with and involved in qualification, programme and unit standard development | Ongoing |
| b. Embed references to Sport NZ resources, policy and tools within programmes, where relevant                             | Ongoing |

### Kaihautū

- |   |           |
|---|-----------|
| a. Maintain and strengthen relationship between Kaihautū Skills Active and Kaihautū Sport NZ (Senior Advisor Māori Participation) | Ongoing   |
| b. Align programmes/qualifications with Sport NZ Whetū Rēhua framework, where appropriate   | Quarter 3 |





# 08

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*Ensure Pasifika trainees  
complete at the same or higher  
rate as other trainees*



## Context and transition overview

The focus for our 2020 Pasifika strategy is to support existing cohorts of Pasifika trainees with existing pastoral care approaches, rather than focus on building new cohorts and new ways of supporting Pasifika trainees.

## Policy

- Pasifika participation rate in training will be equal to or exceed the percentage of Pasifika in our workforce (4%)
- Completion rate will be equal to or exceed that of non-Pasifika.



# 2020 plan overview

## Trainee Support

- |  |                      |
|--|----------------------|
| <ul style="list-style-type: none"><li>a. Maintain existing engagement with Pasifika trainees, including:<ul style="list-style-type: none"><li>1. Ensuring pastoral care is in place to support the achievement of Pasifika learners</li><li>2. Ensuring LSAs have prioritised targets for Pasifika participation and achievement</li></ul></li></ul> | Ongoing<br>Quarter 1 |
|--|----------------------|



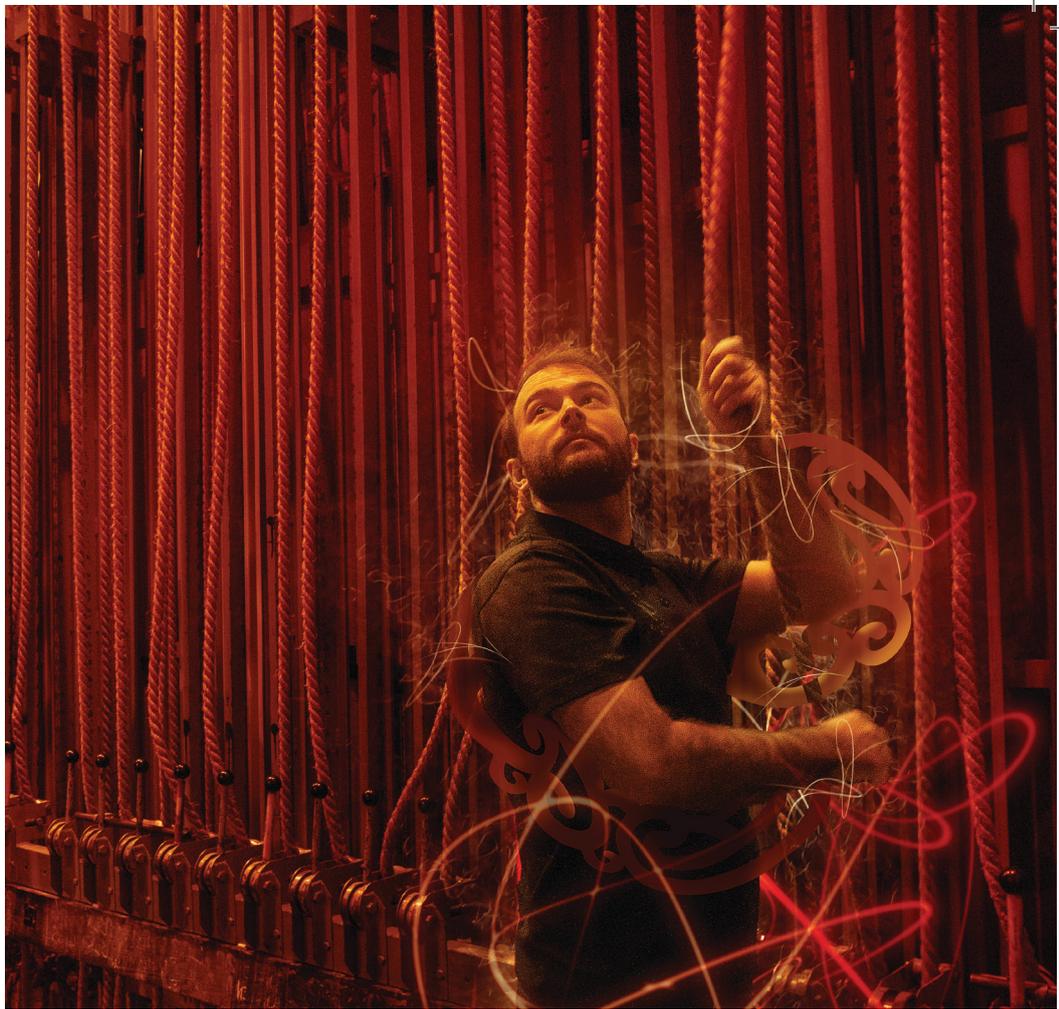




# 09

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*Service existing performing  
arts clients to build a strong  
sector reputation*



## Context and transition overview

As a new growth industry, our focus has been on developing performing arts to represent 10% of our business by 2022. However, this is no longer achievable under a RoVE environment. The effort for 2020 will be on supporting current trainees and clients to gain traction with newly implemented programmes. Therefore, the target has been reduced to 2% of Skills Active business by 2022.

## Policy

Performing arts will grow to represent 2% of Skills Active's business by 2022. (Changed from 10%).

## 2020 plan overview

### Chief Executive

- |  |           |
|--|-----------|
| a. Ensure a business development plan for performing arts is reviewed  | Quarter 1 |
| b. Provide support for key approaches to performing arts clients along with board representation where appropriate | Ongoing   |
| c. Maintain and grow relationship with the Ministry of Culture and Heritage (MCH) and other key industry bodies    | Ongoing   |

### Industry Engagement

- |  |           |
|--|-----------|
| a. Review 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. Review a marketing plan for performing arts which includes new client reach and engagement targets  | Quarter 1 |
| c. Maintain Skills Active industry penetration for performing arts at 2%   | Quarter 4 |
| d. Coordinate Skills Active presence at industry conferences and events, including developing industry award and sponsorship opportunities   | Quarter 4 |

### Trainee Support

- |  |         |
|--|---------|
| a. Support marketing initiatives and business development activities targeting performing arts       | Ongoing |
| b. Promote Skills Active products at industry conferences and events                                 | Ongoing |
| c. Ensure LSAs have, and meet, prioritised targets for performing arts participation and achievement | Ongoing |

### Learning Solutions

- |   |         |
|---|---------|
| a. Complete development of key performing arts programmes (Performing Arts Teaching and Entertainment Technology) | Ongoing |
|---|---------|

### Kaihautū

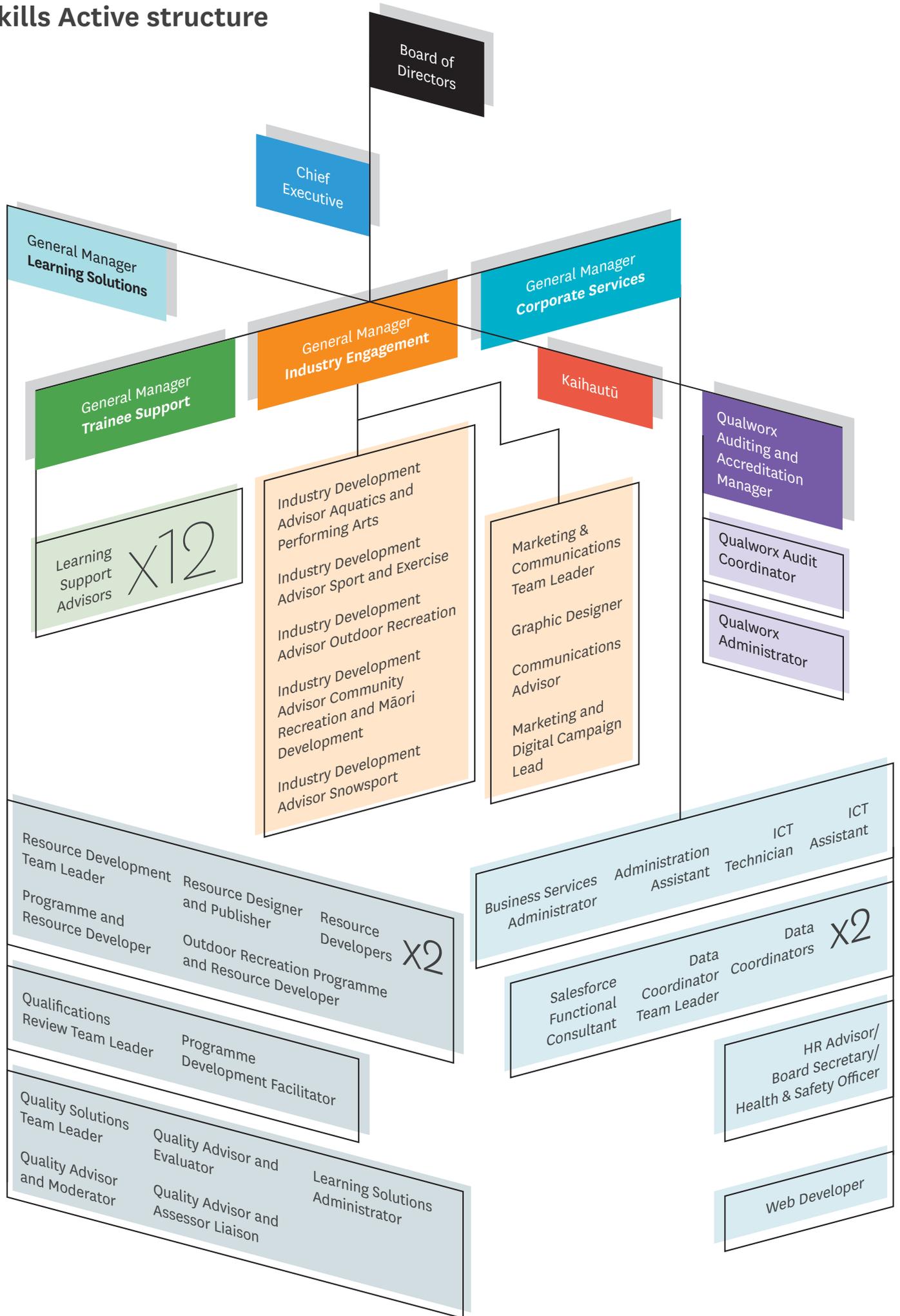
- |   |         |
|---|---------|
| a. Contribute to achievement for Māori within existing performing arts qualifications | Ongoing |
|---|---------|

### Corporate Services

- |   |           |
|---|-----------|
| a. Support business outcomes and allocate budget where identified and approved  | Quarter 1 |
| b. Ensure key Kairangi dashboards are set up, reported on quarterly and maintained to monitor and promote performing arts participation and achievement | Quarter 2 |
| c. Develop NZRRP to incorporate the scope of performing arts  | Quarter 1 |



# Skills Active structure



## Board directory

**Chair**

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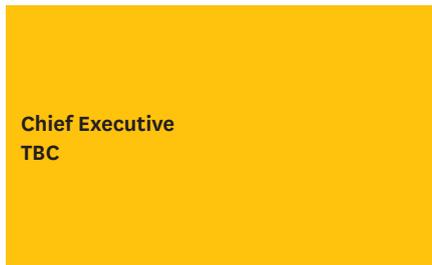
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As at February 2020. Subject to change.











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