

Skills Active Aotearoa Group

strategic business plan

2024-2025



**TE
MAHI
AKO**

Contents

1	Skills Active Aotearoa Group strategic business plan
3	Executive summary
4	Strategic setting
5	Strategic themes and priorities
6	Ongoing group activities and commitments
8	Five-year development roadmap
12	Summary of Skills Active Aotearoa Group plan 2024
13	Skills active group metrics and indicators: Measuring we're on track
16	Te Mahi Ako business plan
16	Strategic setting
17	Three-year operational roadmap
18	Summary of Te Mahi Ako strategic plan 2024
20	Metrics and indicators: Measuring we're on track



Executive summary



Our sectors

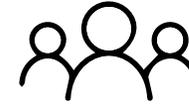
Te ahumahi ā-rēhia are the sectors that support the pursuit of active recreation, leisure, and entertainment through a te ao Māori lens. They are embodied through ngā mahi a te rēhia. The people and organisations working in this space are building skills in the New Zealand economy, bringing communities together and supporting a healthy population with a sense of belonging.



Our aspirations

Our 'why' is deeply rooted in reducing disparities and championing a vibrant and equitable future for Aotearoa. We believe that embracing Te Tiriti o Waitangi and ngā mahi ā te rēhia is not just integral to the identity of Aotearoa, but it also enables transformative change. They guide us to empower individuals with the capabilities to thrive and impact the world around them.

We want collaboration and connectedness to be at the core of who we are. We want to be an authentic and transformative Te Tiriti-led organisation, bringing together those who share a passion for the kaupapa to work together to create a better future. We aspire to be purpose-driven, delivering value and striving to improve. We will always be looking beyond the horizon and improving on the future ahead of us so that it will nurture generations to come.



Our group

Skills Active Aotearoa is a not-for-profit limited liability company, and our group includes our subsidiary company, Te Mahi Ako, an independent tertiary education organisation specialising in work-based learning.

Our group corporate services team provides business services such as IT, finance, marketing and communications, human resources, and payroll. It is also responsible for exploring the needs of the group's market and identifying opportunities to respond to these needs with the support of the subsidiaries.

Strategic setting

Skills Active Group strategy 2030

Purpose	To enliven our Te Tiriti identity through ngā mahi ā te rēhia.
Role	We provide leadership, training, advice, and connection in Aotearoa-New Zealand's cultural context.
Values	Tika - We do what is right. Pono - We are true to ourselves and others. Aroha - We demonstrate care and respect.
Outcomes	<ol style="list-style-type: none">1. At Skills Active Te Mahi Ako, Māori, and Pacific learners' success and completion rates outperform the relative population.2. Our partners and communities are positively influenced through our Te Tiriti commitment, which is reflected in our training provision, leadership initiatives, advisory services, and stakeholder connections.3. The organisations we work with report they are strengthened due to support from the Skills Active Group.4. Financial sustainability is achieved through effective resource allocation, diversification, and prudent management; securing the long-term viability to deliver on our purpose.
Principles	<ol style="list-style-type: none">1. The success of our learners and partners is at the heart of everything we do.2. Tino rangatiratanga and kāwanatanga require a sharing of power as envisaged by Te Tiriti o Waitangi.3. Skills Active Group's success adds to the prosperity of Aotearoa-New Zealand.



Strategic themes and priorities

Strategic themes

- . Values and purpose-driven approach
- . Kaupapa grounded in Te Tiriti
- . Collaboration and connection
- . Future-focused development.

Priorities

Innovate

Foster a culture of innovation and adaptability to proactively respond to changing educational trends and advancements.

Extend

- . Expand our offerings and reach by diversifying group services, products, and delivery methods to cater to a broader audience
- . Explore new markets and opportunities for growth, both domestically and internationally, while maintaining a focus on quality and relevance
- . Embed Mātauranga Māori in our offerings where possible and develop all staff's cultural confidence and competence.

Strengthen

- . Enhance organisational resilience by developing contingency plans and risk management strategies to address potential challenges and disruptions
- . Ensure the ability to adapt and thrive in unforeseen circumstances.

Sustain

- . Develop and implement sustainability initiatives to reduce our environmental footprint and contribute to a more sustainable future
- . Embed sustainability practices into our organisational culture.



Ongoing group activities and commitments

Internal: Current projects, services, activities, obligations, and policies to which we remain committed:

- . **Operational excellence:** Invest in the people, culture, and services that set us apart
- . **Te Tiriti commitment:** Growing our organisational Te Tiriti relationships, giving effect to Te Tiriti at individual, team, and organisational levels, and ensuring that all our initiatives align with and respect the intent of Te Tiriti o Waitangi
- . **Cultural capability:** Growing cultural capability and confidence and valuing the whakapapa of our staff and stakeholders
- . **Diversity:** Increasing the number of Māori, Pacific staff, learners and clients celebrating the multicultural whakapapa of our people and fostering diversity at every level of our organisation to create a vibrant and inclusive workplace where all voices are heard and valued
- . **Efficiency and transparency:** Improving financial efficiency and transparency
- . **Competitive and equitable pay:** Maintaining staff pay equity and providing competitive salaries
- . **Sustainability:** Improving our environmental impact
- . **Marketing and promotion:** Of the Skills Active Group Brands
- . **Safety:** Ensuring a safe and secure environment for our staff, learners, clients, and operators
- . **Financial prudence:** Operating financially responsibly within budgets, and in alignment with policy, legal and regulatory requirements
- . **Workplace experience:** Growing our position as an employer of choice through initiatives that continue to strengthen the work experience, including recruitment, well-being, recognition, development, and staff engagement.

External: Current projects, services, activities, obligations, and policies to which we remain committed:

- . **Work-based learning:** Continually improving learner experience and outcomes; providing teaching and learning materials; learning facilitation and improved assessment practice
- . **Strong government relations:** Advocating for increased support for the people and organisations of te ahumahi ā-rēhia
- . **Funding partnerships:** Growing partnerships and relationships that align with and enhance our Te Tiriti commitment and secure support for our initiatives and projects
- . **Collaboration on delivery:** Seeking and valuing contributions from people internal and external to the organisation in delivering services
- . **Scholarship:** Adding value through financial support mechanisms for learners and organisations
- . **Internal and external evaluation of services:** For evidence-based continuous improvement.

Five-year development roadmap



Pillar	Opportunities	Goals and targets	Year 1 strategy	Year 1 initiative	Link to strategic outcomes			
					1	2	3	4
Training led through Te Mahi Ako	Continue to drive success in Te Mahi Ako; explore joint opportunities for growth within the identified strategic scope: <ul style="list-style-type: none"> work-based learning youth pathways volunteers, including volunteers in sport positive health and wellbeing education Whakamana project expansion. International education: <ul style="list-style-type: none"> Within Te Moana-nui-ā-Kiwa. Cultural sensitivity. Cross-certification and recognition pathways Skills development: employment; leadership; workplace readiness; business/workplace acumen. 	1. Skills development (year 2): Develop and launch specialised programmes for employment skills, leadership skills, workplace readiness, and business/workplace acumen, with at least two programmes successfully delivered.	Begin needs analysis for skills development.	Identify the skills programme's critical components and learning outcomes through a workforce needs analysis.	X	X		X
		2. International education success (year 3): Become a provider of international education courses, with one programme delivered by Year 3.	Plan for international education programmes.	Conduct market research to identify target international education markets and assess regulatory requirements for programme delivery.	X	X		X
		3. Volunteer education (year 4): Grow volunteer learner base in work-based learning and youth pathways, with 1000 volunteers enrolled over the next four years.	Establish a framework for volunteer education.	Develop a volunteer education strategy outlining the programmes and support needed to attract and engage volunteers.	X	X		X
		4. Youth pathways expansion (year 4): Expand youth pathways initiatives to reach a broader audience, doubling the number of youth participants over the next four years.	Lay the groundwork for youth pathways expansion.	Identify target demographics and regions for youth pathways expansion and begin outreach and engagement efforts.	X	X		X
		5. Work-based learning excellence (year 5): Achieve recognition as a national leader in work-based learning programmes, focusing on consistently high completion rates and positive learner outcomes.	Implement the Te Mahi Ako learner success plan.	Implement the Te Mahi Ako annual plan and learner success plan.	X	X		X



		6. Positive health and wellbeing (year 5): Develop and implement a comprehensive positive health and wellbeing (including cultural well-being) education course, impacting the lives of individuals and communities.	Whakamana project: reconnection to te ao Māori, revitalisation of te reo Māori, and restoration of te pūkenga Māori.	Develop credentialled and non-credentialled course offerings based on the 2023 pilots.	X	X		X
Leadership led through Te Mahi Ako	Provide strong leadership that enhances experiences within ngā mahi a te rēhia: <ul style="list-style-type: none"> Promotion of workforce mobility and work opportunities Growth of professional registration system Strengthen workforce planning and research Explore potential acquisitions. 	7. Acquisition and partnership (year 2): Explore potential acquisitions or partnerships that align with the organisation's mission and add value to learners and partners.	Identify potential acquisition opportunities.	Identify potential acquisition opportunities and begin preliminary talks to assess alignment and feasibility.	X	X	X	X
		8. Professional registration growth (year 3): Grow the professional registration system to include 1,000 new registrants and expand recognition across related industries.	Develop a detailed strategy for registration system expansion.	Collaborate with key industry partners, associations, and stakeholders to explore potential areas for registration system expansion.		X	X	X
		9. Workforce mobility (year 4): Establish an international workforce mobility programme to promote careers and exchange knowledge and expertise among the domestic and global workforce, resulting in a 25% increase in international collaboration, participation and mobility.	Lay the groundwork for the mobility programme by initiating preliminary planning steps.	Outline high-level objectives, identify key stakeholders and begin strategising for future execution.		X	X	X
		10. Workforce planning excellence (year 5): Strengthen workforce planning and research capabilities, resulting in a 20% increase in industry-driven research projects.	Undertake a workforce needs analysis through Te Mahi Ako.	Using strategic component funding progress, a workforce needs analysis.		X	X	X



Connection led through Te Mahi Ako	Forge strategic connections and partnerships: <ul style="list-style-type: none"> · Explore Mātauranga Māori experiences for ngā mahi ā te rēhia · Maximise shared services · Grow sponsorship and organisation of events and experiences · Provide employment-related services. 	11. Shared Services Optimization (Year 2): Optimize shared services to reduce operational costs by 15% while improving service quality.	Promote shared services to partner organisations	Implement shared service arrangements linked to IT, accommodation, and finance support.			X	X
		12. Employment-related services (year 3): Provide employment-related services to support industry professionals in career advancement, assisting at least 100 individuals by year 3.	Investigate the need for employment-related services.	Assess the need for employment-related services, exploring the types of support to be offered.		X	X	X
		13. Mātauranga Māori experience launch (year 4): Successfully launch the Mātauranga Māori experience for Ngā mahi ā te rēhia, with at least 100 participants engaged within four years.	Investigate the feasibility of the Mātauranga Māori experience.	Conduct a feasibility assessment on the viability and interest in launching the Mātauranga Māori experience and outline initial plans.		X	X	X
		14. Strategic partnerships growth (year 4): Forge strategic partnerships with at least five significant organisations within the active recreation sector to enhance shared resources and collaborative initiatives.	Explore potential partnerships for strategic growth.	Identify potential partners within the active recreation sector and initiate discussions to explore collaboration opportunities.		X	X	X
		15. Event and sponsorship expansion (year 5): Grow sponsorship and organisation of events and experiences, with a 30% increase in industry-related events hosted	Begin preparations for event and sponsorship expansion.	Develop a preliminary plan for expanding events and sponsorships, outlining key focus areas and initial growth steps.		X	X	X



Advice led through Te Mahi Ako	Build on existing capabilities to grow advisory services in: <ul style="list-style-type: none"> . Assurance and integrity . Business planning and capability <ul style="list-style-type: none"> o Health and safety insights o SMS development and implementation o Train the trainer. 	16. Business planning and capability (year 4): Expand business planning and capability services to include health and safety insights, SMS development and implementation, and train the trainer programmes.	Identify potential opportunities.	Identify potential opportunities and begin preliminary talks to assess alignment and feasibility.			X	X
		17. Assurance excellence (year 5): Become a recognised provider of assurance and integrity services, serving a diversified client base with exemplary service quality, with at least ten successful client implementations within five years.	Conduct initial research on assurance and integrity services.	Begin market research to understand the industry's demand and competitive landscape for assurance and integrity services.			X	X

Summary of Skills Active Aotearoa Group plan 2024

Purpose | To enliven our Te Tiriti identity through ngā mahi ā te rēhia

2024 Focus | Strengthen the value of Skills Active Aotearoa Group to shareholders and stakeholders, drive success in Te Mahi Ako and explore joint opportunities for growth within the identified strategic scope.

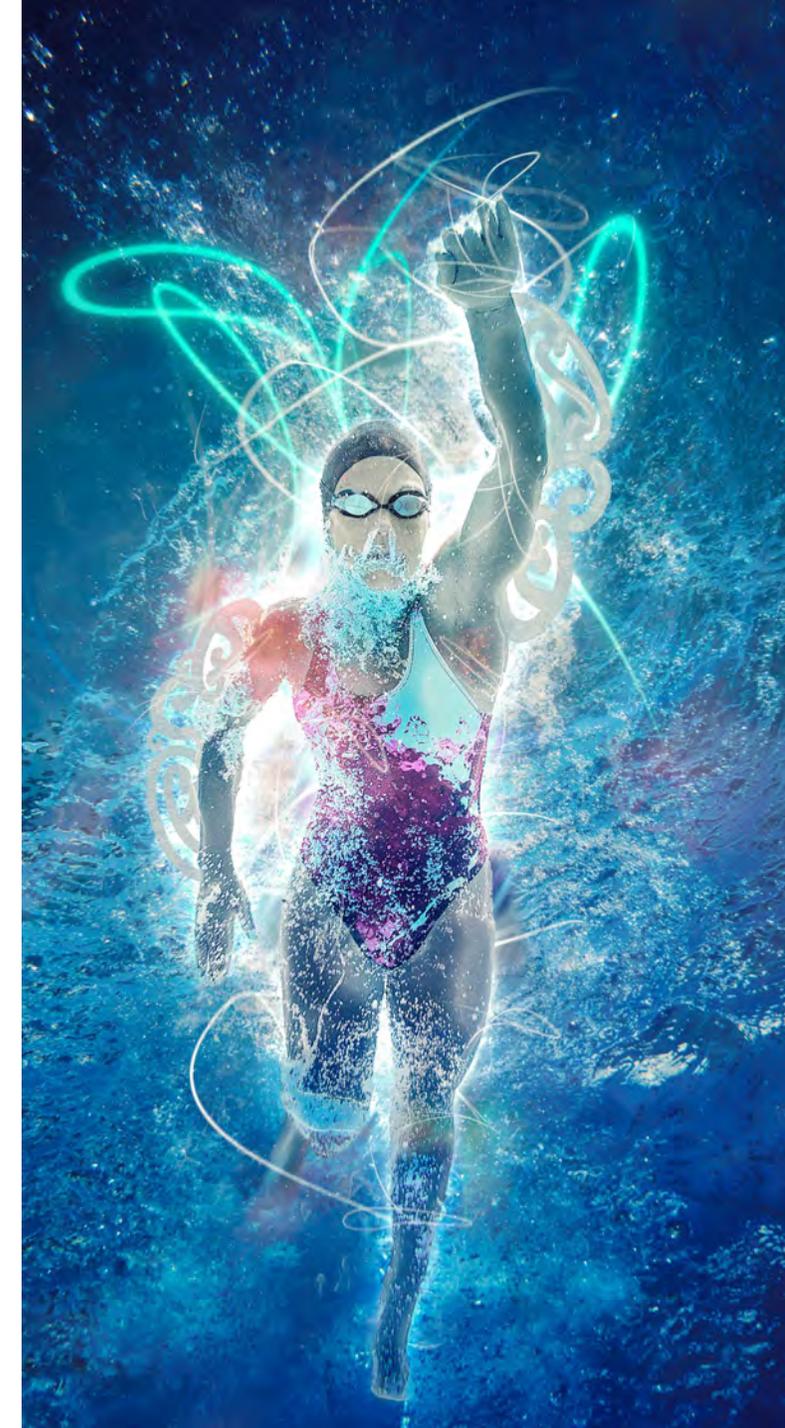
Pillar

Training	Leadership	Connection	Advice
Collaborate with Te Mahi Ako on the delivery of the 2024 investment plan.	Explore opportunities to enhance experiences within ngā mahi a te rēhia.	Grow existing and new relationships and partnerships.	Build on existing capabilities to grow advisory services.

Key initiatives*

<ul style="list-style-type: none"> Implementation of the Te Mahi Ako learner success plan and annual work plan Non-credentialed course offerings. 	<ul style="list-style-type: none"> Acquisition opportunities Potential areas for registration system expansion High-level objectives of a global career promotion Support workforce needs analysis. 	<ul style="list-style-type: none"> Implement shared service arrangements Assess needs for employment-related services Conduct a feasibility assessment on a Mātauranga Māori experience Explore collaboration opportunities Expanding events and sponsorship. 	<ul style="list-style-type: none"> Health and safety and SMS alignment with industry needs Integrity and assurance research.
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* Key initiatives are derived from the detailed plan.

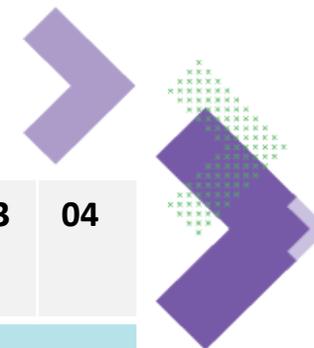


Skills Active group metrics and indicators: Measuring we're on track

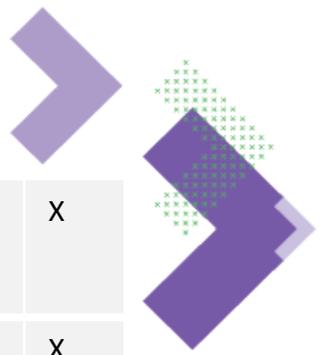


Outcome key	Performance/success measure	Target	Collection
01	Māori and Pacific learners' success and completion rates outperform the relative population (2030).	Achieve a Māori and Pacific learner success rate at least 5% higher than the success rate of the relative population by 2030.	Te Mahi Ako annual performance reporting.
02	Our partners and communities are positively influenced through our Te Tiriti commitment, which is reflected in our training provision, leadership initiatives, advisory services and stakeholder connections.	By 2030, 90% of our stakeholders acknowledge the positive impact of our Te Tiriti commitment, evident in our training, leadership, advice, and stakeholder connections.	Stakeholder and shareholder annual survey.
03	Organisations we work with report they are strengthened due to support from the Skills Active Group.	Conduct surveys or evaluations among partner organisations to measure the impact of support. Aim for at least a 90% satisfaction rate among partner organisations by 2030.	Stakeholder and shareholder annual survey.
04	Financial sustainability is achieved through effective resource allocation, diversification, and prudent management, securing the long-term viability to deliver on our purpose.	Achieve a positive operating surplus for at least five consecutive years, demonstrating effective financial management. Diversified revenue stream with no single source accounting for more than 60% of total revenue by 2030.	Monthly and annual financial statements and reports.

Annual performance indicators:



Key	Performance indicator	Collection	Skills Active target	Te Mahi Ako target	01	02	03	04
Group-wide								
G1	Stakeholder and customer satisfaction	Annual survey (customers and SAA stakeholders: Net promoter score (0 to 10)	30%	30%		X	X	
G2	Customer effort	Annual survey: "On a scale of 6 being most to 0 being least satisfied, how satisfied were you with the quality of [entity name] interaction, responsiveness and communication." (1 to 6)	4.5	4.5		X	X	
G3	Customer retention	Annual % business contract renewals	70%	70%		X	X	X
		Monthly and annual reporting	\$990,000 (group result)					X
G4	Net profit/surplus		\$(0.5)m	\$1.47m				
G5	Equity check	Financial reports	\$4.6m	\$3.4m				X
G6	Staff satisfaction	Staff recorded general sentiment score through monitoring software (0 – 5)	3.5	3.5			X	X



G7	Cultural and professional confidence	Internal capability survey “on a scale of ‘very confident’ to ‘not at all confident (0 to 5)’	3.5	3.5			X	X
G8	Pay gap equity	New indicator 2024: Gender, ethnicity, and pay information sourced from HR records and reviewed annually	Equal	Equal			X	X
Skills Active specific								
S1	SLA performance: Internal customer satisfaction	Internal customer satisfaction survey <ul style="list-style-type: none"> Response time (0-5 scale) Effort rating (0-5 scale) Quality (0-5 scale) Solution/development time (0.5 scale) 	4			X	X	X
S2	Project net present value (NPV)	New indicator 2024: Business case summaries. NPV calculation for each project/investment using actual cash flows. Annual sum NPVs to determine the overall financial performance	+\$100,000					X

Te Mahi Ako business plan

Strategic setting

Vision

Everyone in our sectors is empowered with the skills to thrive

We are working towards a future where every person and organisation in te ahumahi ā-rēhia can unlock their potential and gain the skills and knowledge they need to realise the ambitions they have for themselves, their whānau, their customers and communities.

Mission

Weaving together work, learning and skills to support learner and workforce success

We aim to provide work-based learning to grow confident, capable, connected people and organisations across our sectors. We will deliver vocational education that upholds the mana of Te Tiriti o Waitangi, fuels a passion for lifelong learning, and supports ākonga and workforce success through flexible and tailored provision - where, when and how they need it.

Ambition

Be the preferred partner and provider of high-quality work-based learning

We will be the preferred provider of quality, personalised work-based learning to ākonga and organisations across the motu, increasing skills and employability for those working in or aspiring to our sectors. We will deliver access and equity for those previously underserved or hard to reach. With decades of experience and powerful partnerships throughout industry, iwi and education, we will work kanohi-ki-te-kanohi to ensure ākonga and clients get the skills, knowledge and support they need to flourish.



Three-year operational roadmap

Year 1	Year 2	Year 3
Ensure a successful EER outcome (year 1): Focus on achieving a successful external evaluation and review (EER) outcome to maintain and enhance our reputation as a quality education provider.		
Market recovery and assessment (year 1): Gauge the post-pandemic market conditions and drive the recovery of enrolment numbers.		
Programme redevelopment (years 1-2): Undertake a comprehensive 2-year programme redevelopment effort to enhance and refine our key educational offerings, ensuring they meet evolving needs.		
Stakeholder engagement (years 1-2): Strengthen relationships with industry partners, learners, and other stakeholders to ensure our offerings remain relevant and responsive to their needs.		
Long-term sector view (year 1-2): Begin the process of developing a long-term strategic view of our industry sectors, identifying opportunities to provide sustainable and valuable education solutions.		
	Strategic direction development (years 2-3): Develop a long-term strategic direction for Te Mahi Ako, aligning our educational offerings with trends and future needs.	
		Innovation and expansion (years 3): Invest in innovative educational approaches and refine our educational portfolio to align with the long-term strategic direction.
Quality assurance (year 1-3): Continuously assess and improve the quality of our education delivery, incorporating feedback and best practices into our processes.		
Sustainability and growth (years 1-3): Focus on financial sustainability and growth, seeking opportunities for revenue diversification and long-term viability.		

Summary of Te Mahi Ako strategic plan 2024

Purpose	Weaving together work, learning and skills to support learner and workforce success
2024 Focus	Maintain our reputation as a quality education provider through increasing programme volumes, refining key products, a successful EER outcome, and developing a long-term strategy aligned with needs.

Key objectives and indicators of success

Objective 1. Improve learner outcomes, particularly for Māori, Pacific people, people with disabilities, and apprentices.	Objective 2. Provide enhanced support for life-long learning pathways.	Objective 3. Maintain responsiveness to iwi, employers, and other organisations.	Objective 4. Maintain and increase organisational sustainability and resilience.
Equity in learning outcomes by 2025.	Increased satisfaction, retention, learning, and career progression by 2025.	Increased stakeholder satisfaction, improved skills matching, and reduced reporting of skills shortages.	Increased revenue, scalability, staff retention, and satisfaction.

Key initiatives*

<ul style="list-style-type: none"> Alignment to educational aspirations of targeted iwi and hapū Internal capability plan Mātauranga Māori incorporated across educational provision. 	<ul style="list-style-type: none"> Collaboration with Toi Mai WDC and relevant regional skills leadership Advocacy for access to funded vocational education for non-domestic workers. 	<ul style="list-style-type: none"> Volunteer engagement and education plan Programmes of study Kāhui umanga Train-the-trainer project Host organisation and peer learning agreements. 	<ul style="list-style-type: none"> Annual programme and bi-annual provision viability reviews EER Tamaki Makaurau Strategy.
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* Key initiatives are derived from the detailed plan.



Key initiatives*

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| <ul style="list-style-type: none">. Assessor development - cultural capability and inclusive assessment practice. Whakamana project. Roll out Mātauranga Māori programmes and resources for workplaces. Pacific learner action plan. Learner support forum. | <ul style="list-style-type: none">. Assessor tools to encourage learner progression. Build on learner support framework. Research international education markets. | <ul style="list-style-type: none">. Annual programme development, redesign and viability plan. Embed learning facilitators. | <ul style="list-style-type: none">. Engagement and development plan for enrolment recovery/growth. Sector-specific marketing and communications plans. New and adjacent funding. Provision to cultural and creative sectors. QMS review. Assessor community of practice. Development of IT systems, ākonga and client management systems. Workforce needs analysis. |
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* Key initiatives are derived from the detailed plan.

Metrics and indicators: Measuring we're on track

Strategic indicators:

Outcome key	Performance/success measure	Target	Collection
01	Māori and Pacific learners' success and completion rates outperform the relative population (2030).	Achieve a Māori and Pacific learner success rate at least 5% higher than the success rate of the relative population by 2030.	Te Mahi Ako annual performance reporting.
02	Our partners and communities are positively influenced through our Te Tiriti commitment, which is reflected in our training provision, leadership initiatives, advisory services and stakeholder connections.	By 2030, 90% of our stakeholders acknowledge the positive impact of our Te Tiriti commitment, evident in our training, leadership, advice, and stakeholder connections.	Stakeholder and shareholder annual survey.
03	Organisations we work with report they are strengthened due to support from the Skills Active Group.	Conduct surveys or evaluations among partner organisations to measure the impact of support. Aim for at least a 90% satisfaction rate among partner organisations by 2030.	Stakeholder and shareholder annual survey.
04	Financial sustainability is achieved through effective resource allocation, diversification, and prudent management, securing the long-term viability to deliver on our purpose.	Achieve a positive operating surplus for at least five consecutive years, demonstrating effective financial management. Diversified revenue stream with no single source accounting for more than 60% of total revenue by 2030.	Monthly and annual financial statements and reports.

Annual performance indicators:

Key	Performance indicator	Collection	Skills Active target	Te Mahi Ako target	01	02	03	04
Group-wide								
G1	Stakeholder and customer satisfaction	Annual survey (customers and SAA stakeholders: Net Promoter score (0 to 10)	6	6		X	X	
G2	Customer effort	Annual survey: "on a scale of 6 being most to 0 being least satisfied, how satisfied were you with the quality of [entity name] interaction, responsiveness and communication." (1 to 6)	4.5	4.5		X	X	
G3	Customer retention	Annual % business contract renewals	70%	70%		X	X	X
		Monthly and annual reporting	\$990,000 (group result)					X
G4	Net Profit/surplus		\$(0.5)m	\$1.47m				
G5	Equity check	Financial reports	\$4.6m	\$3.4m				X
G6	Staff satisfaction	Staff recorded general sentiment score through monitoring software (0 – 5)	3.5	3.5			X	X

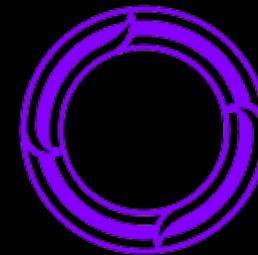
G7	Cultural and professional confidence	Internal capability survey “on a scale of ‘very confident’ to ‘not at all confident (0 to 5)’	3.5	3.5			X	X
G8	Pay gap equity	New indicator 2024: Gender, ethnicity, and pay information sourced from HR records and reviewed annually	Equal	Equal			X	X
Te Mahi Ako specific								
T1	Domestic and international pastoral care code evaluation requirements met	NZQA annual self-evaluation and code signatory acceptance		Achieved	X			
T2	Credit achievement, including Pacific and Māori and disabled learner rates	Kairangi Rua and Ngā Kete report. (Note: Grow to 80% by 2026 and 85% by 2029)		75%	X	X		
T3	Programme completion, including Pacific and Māori and disabled learner rates	Kairangi Rua and Ngā Kete report. (Note: Grow to 80% by 2026 and 85% by 2029)		75%	X	X		
T4	Increasing access to participation	Learner participation by ethnicity from Kairangi Rua and Ngā Kete report (Note: Grow to 18%, 8%, and 10% by 2029 in line with NZ population demographics)		15% Māori 05% Pacific 05% Disabled	X	X		

T5	Increased progression to higher learning	Benchmark – new metric. Annual enrolment data Ngā Kete		New. Establish baseline 2023	X	X		
T6	Quality learner experience	Benchmark – new evaluation survey. % satisfied or very satisfied		New. Establish baseline 2023	X	X		
T7	Increased work satisfaction	Benchmark – new evaluation survey. % satisfied or very satisfied		New. Establish baseline 2023	X	X	X	
T8	Increased learner confidence	Benchmark – new evaluation survey. % confident or very confident		New. Establish baseline 2023	X	X	X	
T9	Parity of ākonga satisfaction, retention, learning, and career progression	Rates achieving parity by 2029 for targeted learner groups (Māori, Pacific, disabled and low prior achievement)		New. Establish baseline 2023	X	X		
T10	Programme conversion rate	Percentage of programmes of industry training converted by December 2024		20%		X	X	
T11	Enrolment numbers	Enrolment targets met as per budget forecast and TEC-approved mix of provision target – current target reflects indicative funding.		1,300 FTEL 1,687 FTEL		X	X	X
T12	NZQA EER	The outcome of NZQA EER		Category 1	X	X		X
T13	Toi Mai assurance visit	Outcome of annual assurance visit		Best practice	X	X		X

T14	Attract iwi, industry, organisational co-funding, and support	Funding contracts and support agreements signed. Industry contribution is reported through annual reviews		30% contribution			X	X
T15	Strategic return on investment of portfolio of provision	Benefit-cost ratio annual financial analysis (and industry benchmarks)		>1			X	X
T16	TEC financial viability	Quarterly financial reports demonstrate viability requirements met per TEC's financial viability test		Achieved				X



SKILLS
ACTIVE
AOTEAROA

The logo features a stylized white figure with arms raised, positioned above the text. The text 'SKILLS' and 'ACTIVE' are in a large, bold, serif font, while 'AOTEAROA' is in a smaller, all-caps, sans-serif font below it.

TE
MAHI
AKO

The text 'TE MAHI AKO' is written in a bold, white, sans-serif font, stacked vertically to the right of the purple circular logo.