



Active Careers through
On-Job Qualifications

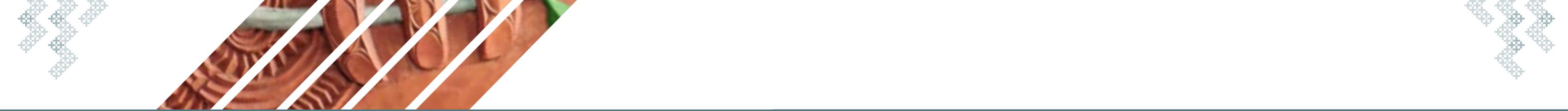


2021

STRATEGIC PLAN

www.skillsactive.org.nz
info@skillsactive.org.nz
0508 4SKILLS (0508 475 4557)

Our industries need their people to have the skills and capability to deliver services that meet and exceed the expectations of all participants, as well as their whānau, friends and communities.



Purpose

The purpose of this document is to develop a common understanding of the overall goals for Skills Active Aotearoa and operationalise them into a set of achievable tasks in 2021.

Our operating environment is undergoing a significant transformation as a result of the reform of vocational education (ROVE) and Covid-19. We are confident that this has and will continue to create opportunities not just for our learners/ākonga and our industries but also for our staff and our organisation.

Skills Active Aotearoa is New Zealand's transitional industry training organisation for sport, recreation, exercise and performing arts. We're a not-for-profit organisation that specialises in developing New Zealand qualifications. We partner with organisations to help them to align their workplace-based training to national standards, using high-quality tools and New Zealand's qualification framework.

Our ambition

Mauri Oho, Mauri Tū, Mauri Ora

We're proud of the vital role our workplaces play in the health and wellbeing of Kiwi communities. We want to make sure our industry has the workforce it needs so it can best serve the people who matter most: its customers and communities.

As the industry's partner in workforce development, we're passionate about helping our organisations step up and strengthen their people so the industry can flourish.

Our purpose

Fuel the fire within!

We equip people and businesses to thrive.

We partner with industry organisations to upskill their people and help them deliver consistent and safe services to their customers - to fuel the fire within.

Our expertise is in working with employers to align workplace-based training to NZQA national standards – using our industry-led, nationally-recognised qualifications, moderation, assessment and support.

We work face-to-face to get to know the specific training and assessment needs of our workplaces, and create customised strategies to help them qualify their people with the skills that matter - fuelling the fire of capability within their organisations.

Our promise

We are stronger together

The organisations and the individuals that make up our industry are improving the lives of New Zealanders every day. We know that they are working hard to make an impact in our communities.

When we partner with employers, together we have a real impact on the skill base of their people, the quality of services delivered by organisations, and the value of sport, exercise, recreation and the performing arts to people and their wellbeing.

Together, we provide the structure and certainty organisations need to help their people, organisation and community grow strong and flourish.

Strategic business plan 2021

Our approach

Tika, Pono, Aroha

We believe in being role models of biculturalism, delivering valued services, and always striving to do better.

Our actions are driven by our core values of Tika, Pono and Aroha. We do what is right, we are true to ourselves and we demonstrate care and respect.

Introduction

Our vision for the future

The vocational education system is undergoing a once-in-a-generation upheaval, through the current reforms. Our environment faces a number of unprecedented challenges in 2021.

At the same time, the arrival of Covid-19 has put substantial strain on our industries, with serious economic and labour market impacts. We envision a future state where Skills Active is the trusted partner in workforce development and a specialist in vocational education; where we are a one-stop-shop for planning, developing and supporting careers.

Our workforce solutions:

- Will be linked to the national framework and will include off- and on-job delivery components
- Will provide employers with the skills they need for their work
- Will be simple, and targeted to those who need them, not just those who can afford them.

Our expected outcomes:

- We have an opportunity to be role models of biculturalism, delivering valued services and always striving to do better
- We will support and listen to industry and iwi while in turn being supported and listened to
- We will continue to be iwi- and industry-led, and will have the confidence of our partners
- We are committed to continuing to uphold this partnership through a bicultural approach under the mantle of kaitiakitanga. Our actions are driven by our core values of Tika, Pono and Aroha.

Our priorities in 2021

Business strategies

As an organisation, we want to be fully prepared as we navigate the changing vocational education landscape, so that we can continue to deliver ongoing support to our industries.

We have identified our priority business strategies as follows:

- Continue to provide consistent high-quality services for our industries as a transitional industry training organisation throughout the reform of vocational education (ROVE)
- Transform our organisation to meet future needs by:
 - Strengthening our position as preferred partner and specialist provider for workforce development solutions
 - Leveraging our organisational strengths to provide a point of difference in the vocational education and training market, post-reform
 - Developing revenue streams and becoming self-sustaining from 2022.

Māori strategies

Skills Active uses a bicultural framework to inform its vision, values and purpose. The organisation sits under a 50% Māori-owned governance structure, and has a Māori strategy in place which is reviewed annually.

The organisation's key Māori strategy priorities for 2021 are:

1. Achieve agreed regional and national outcomes for Māori and a high level of success in tertiary education
2. Use our networks and relationships to achieve these desired outcomes through the reform, either with industries, iwi, hapū, government agencies, workforce development councils, Te Pūkenga or the provider network

3. Strengthen Skills Active's position as the preferred partner for Māori education and Māori cultural capability development, by piloting and launching successful models of collaboration
4. Ensure sustainability of services by growing commercial relationships with Māori stakeholders, in particularly Māori education organisations and iwi.

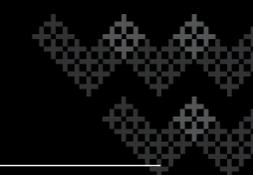
The key focus will be ensuring that we have the capability to respond to the needs of Māori by maintaining and drawing on strong iwi networks and working in partnership with iwi, hapū, marae, Māori organisations and taura.

Industry priorities

The industries we work with are complex and diverse, with over 32,000 operators – most of which are small- to-medium-sized businesses. In 2019, more than 108,000 people were in paid employment across our industries. Prior to Covid-19, this was expected to grow by an average of 2.5% per annum, reaching a high of 115,000 in 2021.

We are now expecting the workforce to drop by approximately 6 to 7% in 2021, reaching a low of 103,000 employed, before reaching pre-Covid numbers again in 2024.

High-performing sport, recreation and performing arts industries call for a workforce that is fit for its purpose – skilled, experienced and motivated. Our industries must have people with the skills and capability to deliver services that meet and exceed the expectations of all participants, including whānau, iwi and wider communities.



Tertiary Education Strategy objectives	Skills Active response
1. Learners at the centre: Learners/ākonga with their whānau are at the centre of education	<ul style="list-style-type: none">• Ensure our workplace-based tertiary environments are safe, inclusive and responsive.
2. Barrier-free access: Great educational opportunities and outcomes are within reach for every learner/ākonga	<ul style="list-style-type: none">• Respond to the needs and aspirations of our learners/ākonga• Develop clear and supported pathways to enable learners/ākonga to achieve their aspirations• Create a range of educational options and delivery models to enable lifelong learning.
3. Quality and leadership: A high-quality vocational training system makes a real difference for learners/ākonga and their whānau	<ul style="list-style-type: none">• Assure the quality of the learning, assessment and moderation systems and processes in our industries• Provide and manage a well-trained and respected assessor network• Ensure our staff can strengthen their practice and align to the needs of learners/ākonga, industry, employers and communities• Promote te reo Māori and tikanga Māori in the everyday life of the place of learning• Deliver culturally and personally responsive learning and assessment• Continue to champion skills leadership for our industries and support them with workforce planning.
4. Focus on the future of learning and work: Learning is relevant to the lives of New Zealanders today and throughout their lives	<ul style="list-style-type: none">• Continue to promote the focus of best practice workplace learning• Check and review our programmes and qualifications against the changing nature of work• Support the delivery of careers guidance and information, and youth pathways• Work collaboratively in upskilling current employees.
5. World-class inclusive education: New Zealand education is trusted and sustainable	<ul style="list-style-type: none">• Recognise and value our unique national identity• Enhance the contribution of research to the wellbeing of New Zealand communities.

2021 Strategic Plan

Our vision:

We equip people and businesses to thrive. As the preferred partner in workforce development, we're passionate about helping organisations step up and strengthen their people so industry can flourish.

Our business strategies

- Provide consistent high-quality services for our industries as a transitional industry training organisation throughout the reform of vocational education (ROVE)
- Transform our organisation to meet future needs by:
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 - Developing revenue streams and becoming self-sustaining from 2022.

Our business goals

1. Continue to be a high-performing transitional ITO
2. Lead in the reform of vocational education
3. Be recognised as a specialist in workplace educational design and implementation, including off- and on-job training delivery
4. Be a preferred partner in workforce development for the creative, cultural, recreation and technology (CCRT) industries, as well as for Māori development and cultural capability
5. Grow Skills Active's income through the diversification of revenue sources
6. Recruit, retain, retrain and where necessary upskill our workforce to achieve our business objectives.

Strategy 1. Provide consistent, high-quality services for our industries as a transitional industry training organisation throughout the reform.

Goals	Objectives	Key success indicators
1. Continue to be a high-performing transitional ITO	1.1 Remain a category 1 provider and meet NZQA requirements	<ul style="list-style-type: none"> • All internal moderation, external moderation requirements and consistency event requirements are met, in line with NZQA expectations • Unit standards, qualifications, programmes and resources are developed, maintained and reviewed according to prioritised client/industry need and NZQA review schedule.
	1.2 Meet TEC investment priorities and funding and performance requirements	<ul style="list-style-type: none"> • Investment plan targets are achieved • Māori strategy responds to iwi/industry needs • 2021 workplans outline initiatives to achieve parity in participation and achievement for Māori & Pasifika learners • 2021 workplans outline initiatives to achieve the Tertiary Education Strategy priorities • Apprenticeships increase to support industries (in response to Covid-19) • Growth in the uptake of small programmes and credentials.
	1.3 Meet industry training and skill needs	<ul style="list-style-type: none"> • 2021 workplans outline initiatives to address industry's prioritised vocational training and skill development needs • Customer satisfaction survey shows strong organisational responsiveness to industry needs.
	1.4 Meet our legal and regulatory requirements as an employer	<ul style="list-style-type: none"> • Annual health and safety plan objectives are achieved • Human resource policies, procedures and processes are reviewed and complied with • Financial audit completed and no issues identified • Continuous improvement demonstrated in staff satisfaction survey.

Goals	Objectives	Key success indicators
2. Lead in the reform of vocational education	2.1 Successfully transition our standard-setting functions into the workforce development council	<ul style="list-style-type: none"> Strong industry engagement informs how the WDC's operations are designed, and how they work in practice A bicultural approach is modelled in the governance and operations of the WDC A Skills Active transition plan is approved, which details the transfer of standard-setting functions to the WDC.
	2.2 Establish a partnership with Te Pūkenga and other providers to develop operational models to which we can confidently transition our arranging training functions	<ul style="list-style-type: none"> Skills Active's working relationship with Te Pūkenga is formalised and put into effect Skills Active's working relationships with other PTEs and wānanga are further developed Credible initiatives are pursued in partnership with Te Pūkenga and other providers to develop integrated off- and on-job training and assessment.
	2.3 Support our people to develop their careers within Skills Active and/or through other opportunities coming out of the reform	<ul style="list-style-type: none"> Staff satisfaction survey shows improvement in this area A transition plan is approved by TEC which supports and provides certainty to impacted staff.

Strategy 2. Transform our organisation to meet future needs.

Goals	Objectives	Key success indicators
3. Be recognised as a specialist in workplace educational design and implementation, including off- and on-job training delivery	3.1 Identify the workforce development needs and solutions of client groups	<ul style="list-style-type: none"> Needs analysis activities are integrated into the servicing of industries and client groups An increasing number of vocational education solutions are identified, that extend beyond on-job training solutions Vocational education solutions are identified and prioritised, for piloting in 2021 and implementation from 2022 and beyond.
	3.2 Refine and develop products to meet needs and test with the market	<ul style="list-style-type: none"> Feasible and viable vocational education solutions are developed and piloted, with a positive return on expectations An increasing number of vocational education solutions are delivered, that extend beyond on-job training solutions.
	3.3 Identify partners to support the delivery of new initiatives and promote shared knowledge	<ul style="list-style-type: none"> Partnerships and initiatives are increased with providers, TITOs, and other entities Joint initiatives are rolled out between Skills Active and Qualworx, to enhance the core business of each organisation Partner satisfaction rate in the customer satisfaction survey remains >80%.
	3.4 Grow awareness and understanding of contemporary vocational education, and upskill staff	<ul style="list-style-type: none"> Sector research is undertaken and published Staff are provided with opportunities to upskill in contemporary vocational education.

Goals	Objectives	Key success indicators
4. Be a preferred partner in workforce development for the creative, cultural, recreation and technology (CCRT) industries, as well as for Māori development and cultural capability	4.1 Develop strong relationships within the wider creative, cultural and technology industries, and provide vocational education support	<ul style="list-style-type: none"> • Commitment is secured from CCRT industry stakeholders to engage with Skills Active on projects and initiatives • Initiatives are progressed with the sector and provider network.
	4.2 Develop the confidence and trust of iwi to be a preferred partner in workforce development	<ul style="list-style-type: none"> • Growth in the number of iwi/ākonga working with Skills Active on projects and initiatives • Through review and evaluation, a high level of satisfaction is measured.
	4.3 Identify offerings and provide services that are iwi-specific, meet the needs of their people, and reflect their ākonga	<ul style="list-style-type: none"> • Joint initiatives are co-designed and commenced • Initiatives are established and deliver positive returns.
	4.4 Develop the confidence and trust of organisations to be a preferred partner in Māori cultural capability development in collaboration with iwi	<ul style="list-style-type: none"> • Māori capability training programmes are developed in collaboration with partners • Provision increases in tikanga and Māori business management qualifications • Through review and evaluation, a high level of satisfaction is measured.

Goals	Objectives	Key success indicators
5. Grow Skills Active's income through the diversification of revenue sources	5.1 Develop an understanding of detailed product costing and market-equivalent costs	<ul style="list-style-type: none"> • Detailed financial modelling is in place.
	5.2 Refine business models in existing products and services	<ul style="list-style-type: none"> • Income increases from existing products and services by 10%.
	5.3 Explore and develop new revenue sources and market opportunities for workforce development services	<ul style="list-style-type: none"> • Provision of services in new markets increases • Qualworx-Skills Active joint workplan initiatives are piloted in 2021 • Revenue increases from new funding sources by a minimum of 10%.

Goals	Objectives	Key success indicators
6. Recruit, retain, retrain and where necessary upskill our workforce to achieve our business objectives	6.1 Define the roles, skill sets and ways of working needed to support our new initiatives and business direction	<ul style="list-style-type: none"> • Approved role descriptions are in place that align with strategic plan outcomes.
	6.2 Embed roles, skill sets and ways of working into the organisation to support organisational goals	<ul style="list-style-type: none"> • A plan is established to support the rollout and embedding of changes, and to ensure key milestones are met • Staff are provided with opportunities to undertake professional development throughout the year.
	6.3 Maintain and develop capability and capacity of staff to expand into new roles and skill areas	<ul style="list-style-type: none"> • Annual human resource plan objectives are revised • Positive feedback around career development is received, through staff satisfaction survey and leaving interviews.

2021 Strategic Plan

Goal 6: Recruit, retain, retrain and where necessary upskill our workforce to achieve our business objectives

Grow and develop our capability and capacity to adapt to change and transformation

Goal 1: Continue to be a high-performing transitional ITO

Meet the expectations of NZQA, TEC, industry and regulators to continue to be a high-performing organisation

Goal 2: Lead in the reform of vocational education

Support our people with change, and support the transition of responsibility for our TITO functions to the workforce development councils and provider network

Perform

Goal 3: Be recognised as a specialist in workplace educational design and implementation, including off- and on-job training delivery

Grow as the one stop shop for our industries and clients

Goal 4: Be a preferred partner in workforce development for the creative, cultural, recreation and technology (CCRT) industries, as well as for Māori development and cultural capability

Grow our partnerships with Māori and build relationships with the creative and technology industries

Goal 5: Grow Skills Active's income through the diversification of revenue sources

Get better value from our current products and services and explore new opportunities

Transform

