

Annual Report

2015



Active Careers through
On-Job Qualifications

Achieving New Heights





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Who we are

Our Purpose

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

Ki te whakakaha ake i te hunga mahi i te ahumahi ā-rēhia kia puta ai he whakahaere whai hua, whakauka hoki e tuku ratonga kounga ai ki Aotearoa.

Our Vision

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

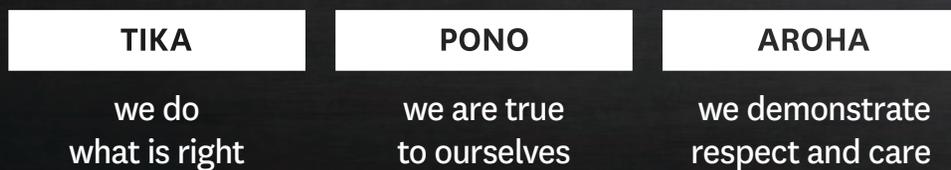
Our Approach

We will be leaders and role models of:



Our Values

Our actions will be driven by our core values:





Chairs' Report

Sam Napia

He hekenga tai timu, he hekenga tai pari

Ehara te toka ki Akiha he toka pakupaku, he toka whitianga rā

Pātaua, ko te toka ki Māpuna, ko tēnā tāu e titiro ai kō te ripo kau



Ka riro mā tēnei hakataukī tawhito nō Hokianga e tuwhera kau ake i tēnei pūrongo kōrero me te mōhio hoki hei tā te karaipiture: “Nā, ko te whakapono he whakapūmautanga i nga mea e tūmanakohia atu ana, he whakakitenga i nga mea kahore nei e kitea”.

Nā reira, i runga anō i tēnei āhuaranga o te hakapono, ka tuku atu te reo hakamoemiti ki tō tātou Matua-Nui- i-te- Rangī me tana Tama ko Ihu Karaiti. E mea ano te karaipiture: me kōrerorero tātou mo te Karaiti, me kauwhau tātou mo te Karaiti, kia mōhio ai a tātou tamariki e titiro ai rātou ki hea he murunga i ō rātou hara.

Tuarua, e mihi kau ake ana ki wā tātou aitua. I a au e tuhituhi ana te ripoata nei, ka tae mai te karere kō te matua ō tēra ō tātou, ā, ko te matua ō Andrew Gunn tētahi. Kātahi ka huri nga hakaaro hoki ki ngā mate ō tēna, ō tēna ō tātou. E tika ana me mihia, e tika ana me tangihia; kia ea ai te korero i to tātou tangi-tahi mo rātou te hunga mate, ahatia nō wai, ahatia nō hea. Nā reira, haere, haere, haere atu rā te hunga mate.

Kō rātou te hunga mate ki a rātou; kō tātou te hunga ora ki a tātou. Nā, ka puta atu nei i te mate ki te ora.

Ko te kaupapa o tenei pūrongo-ā- tau ko tēnei: “Ka taea te taumata rau”. Nā, ko te pūtaka o tenei korero e penei ana, ka nui te mahi ō wā tātou kaimahi, ā, ko taea katoa ngā paerewa ko oti kē te hakarite e te Amorangi Mātauranga Matua, arā ko te Tertiary Education Commission. Ehara te whiwhinga nei i te mahi māmā noa iho. Engari i hakapaua te kaha, te hingaro me te ngākau, ka mutu, ka taea te taumata rau e te kapa mahi o Skills Active. Ka mau te wehi! Nā reira, ka nui te mihi atu ki wā tātou kaimahi me tō tātou CEO ā Grant. Ka mihi atu ki a rātou, ka mihi atu ki a koutou, tēna anō hoki tātou katoa.

I am pleased to introduce the theme for this year’s report, “Achieving new heights”.

This recognises that in 2015 we reported out highest ever results in terms of the education performance indicators set by the Tertiary Education Commission. Also bettering the internal targets we had set for ourselves, we achieved 83.09%

credit completion, 80.49% programme completion and an active trainees rate of 88.11%.

Details of the actions that drove these results, as well as our performance against our business plan targets can be found in this report. In the meantime, I will briefly set out but a few of the year’s highlights.

Visit by Minister Upston

In November, we hosted Minister Upston. We were able to share with the Minister some insights into our organisation and the industries we serve. We were also able to share with the Minister how our significant contribution to “New Zealand Inc” is achieved through innovative thinking; for example, we were the first ITO to adopt a cloud-based trainee management system. We look forward to a continuing fruitful partnership with the government, as we remain committed to ensuring that investment in Skills Active delivers a return that is valued by all stakeholders.

E-Learning

A clear message coming through from our major clients is that demand for e-learning platforms is only going to increase. Our learning solutions team is responding proactively to this demand. A key to success will be deciding on the best platform to go forward with, and the integration of that platform with our trainee management system. Our team is currently analysing the options available, while also putting in place a short-term plan to meet existing demand from clients.

New Snowsports qualification coming soon

I'd like to make special mention of our team's preparation to meet the needs of our snowsports industry in 2016. Previously included in our suite of qualifications for the industry was the NZ Certificate in Tourism, and this will be replaced by a new qualification, the NZ Certificate in Alpine Resort Operations L3, which has been listed by NZQA. We are currently finalising the new unit standards and programme for approval by NZQA. Our snowsport clients are looking forward to using this new qualification, components of which we plan to deliver through e-learning.

Performing Arts Scope Extension

You will recall past discussions in shareholders forums of an extension of our scope to include the performing arts sector. We are happy to report that we have lodged a Stage One application for scope extension for Performing Arts with the Tertiary Education Commission. The application is progressing and we are confident of a successful outcome.

Shareholding Structure Review

Since our beginnings in 1994, we have undertaken various reviews to ensure we are well positioned to meet the expectations of our industries, shareholders and the Crown. However,

during this period, no review has taken place of our shareholding structure. At last year's shareholders' forum, we discussed that a review of our structure would be timely. We have engaged Tuia Group to assist us with the review. We have asked shareholders to indicate whether they'd like to be involved in consultation with the Tuia Group, whose work will assist the planned shareholders' forum discussion to be held on the morning of and prior to our AGM.

Please take time to look through our Annual Report. If you have any feedback or queries, we would love to hear from you. And we look forward to continuing an exciting year in 2016.

Ka nui wēnei korero.

Mauri ora ki a tātou katoa



Sam Napia
Chair

Chief Executive Report

Grant Davidson



Kia ora tatou.

The 2015 year was a landmark year in terms of our performance as an ITO. Our educational results were better than ever before, and above the average results achieved by all ITOs. We are now well beyond the period of protecting our very existence as an ITO in a hostile environment. Instead we are planning a way forward, to ensure we are even more relevant to our various industries and workplaces in future, and to see how we can continue to add value to their efforts.

The results mentioned above are due to the highly-skilled work carried out by all of our staff. Due to their efforts, we not only achieved our contracted targets with TEC, but exceeded them. This enabled us to successfully apply to our funder, The Tertiary Education Commission (TEC) for an increase in our investment for the 2015 calendar year, and this unbudgeted increase has resulted in a healthy surplus reflected in our balance sheet. At this point, our goal is no longer to strive to further increase our educational achievements, but to maintain our current high level. With our predominantly young, mobile, transient and often seasonal workforce, maintaining these high levels of achievement is a stretch target.

These results are also indicative of a very positive response from our industries

and workplaces to the qualifications and services we offer. The fact that we are getting more and more unsolicited approaches from employers and trainees wanting to engage in workplace training is indicative that we are doing 'stuff' right. We thank you all for that endorsement and for helping us with ongoing feedback to remain relevant in the years ahead.

The review of qualifications (TROQ) that we have been fronting on behalf of all providers in our industries continues to be a major piece of work for us. Initially we had hoped to have all of our qualifications reviewed and available for use by the end of 2015. It soon became apparent that this was a naïve and unachievable goal. The complexity of some of our industries and the political issues that needed to be navigated in reaching agreement among key stakeholders has been daunting, time-consuming and resource-hungry. The outdoor leadership qualifications alone are contemplating over 20 strands at some levels. To my knowledge, this degree of complexity is unique to our industries and has not been encountered across any other TROQ process run by other ITOs.

Our current goal is to have all qualifications registered with NZQA by early 2017, and simultaneously develop the required unit standards and programmes to be

able to deliver these qualifications in the workplace. Please bear with us as we finish this important work to be able to present you, our industries, with a new suite of contemporary and relevant qualifications.

We take particular pride in the research we have carried out over the last year to provide a 'stocktake' of our industries' workforce and the workforce development needs over the next five years. This piece of work has involved gathering a rich and varied range of data. We purchased detailed economic and demographic data from the firm Infometrics for each of our various industries, which gave us both national and regional breakdowns on our workforce and its impact on the New Zealand economy. We then strengthened and enhanced this data by surveying and consulting with the industry bodies and workplaces that we work with, to develop detailed insights. I believe that the resulting document we have published, Sport and Recreation Industries Workforce Scan 2016, is the most comprehensive overview of our workforce characteristics that has been produced to date. In response to the trends we identified in the research, we have published our plan to respond to industry needs going forward, and this will inform our business planning for the next few years.

Further important research we commissioned in 2015 was a study to identify opportunities to increase Pasifika participation and completions in our industries. While our results for Māori and Non-Māori trainees are strong, we have been aware for some time that our Pasifika trainees have not been achieving at the same level. This is worrying for both our board and staff; hence the commissioning of this report by Positive Impact Consultancy and Catalyst Pacific. The results and recommendations from this report have been embraced by our board and informed our business plans for 2016.

As we develop plans as an organisation to further add value to our industries in the coming years, it has become increasingly apparent that IT platforms are key to our ability to deliver in flexible and accessible ways. To this end, we have developed a comprehensive Information Technology Roadmap with a three-year horizon, which will constantly be reviewed. Major workflows within this plan include continuing to develop our trainee management system database, so that the information is increasingly available to our trainees, assessors, workplace coordinators and staff. We are also investing in e-learning capability, as it is very clear that this format is being accepted, and in fact expected, by our stakeholders as mobile devices become the commonplace method for conducting all transactions, including learning.

Along with the achievements and developments mentioned above, we have also been asked to engage increasingly in the performing arts sector, as no ITO has coverage for this industry group. This includes being asked to coordinate the TROQ for performing arts, which resulted in us developing and presenting a suite of 25 qualifications to NZQA for listing in the performing arts space. To date we have been carrying out this work under the broad interpretation of “community recreation”, which is in our scope. During the year the board decided we should put together a formal application to TEC for an extension to our scope to cover performing arts. We gained the assistance of Dr Tania Kopytko, retired Chief Executive of Dance Aotearoa New Zealand, to start a consultation process with the industry to see if there would be acceptance of Skills Active representing their interests in terms of standards, qualifications and

workplace training. The feedback was very encouraging and we will progress to a full application to TEC in 2016.

Of course we would not be able to function as an ITO without the support of our major funder, the Tertiary Education Commission (TEC) and the government qualification agency NZQA. I am pleased to say that after some turbulent times and periods of constant change, from our perspective we now have strong relationships with both of these agencies which is allowing us to carry out our role as an ITO more effectively and efficiently. There is more clarity coming from both organisations, and a willingness from their staff to engage and discuss issues of concern to reach resolution in a collaborative and timely manner. This approach is much more customer-centric, and we appreciate the change in culture which allows us in turn to be responsive to the needs we are hearing from our industries.

In summary, 2015 has set a benchmark for Skills Active in terms of educational achievement that we will strive to maintain in the coming years. We have achieved this through the combined belief and engagement of everyone associated with our work and I would like to thank all of those groups of people: our board, management team, staff, stakeholder groups, industry associations, workplaces, assessors, and of course our trainees who are the end users of everything we do. In the coming year, I look forward to sharing further exciting developments that we have planned for our industries.



Grant Davidson
Chief Executive

Our Strategic Outcomes

SKILLS ACTIVE

Is seen as the one-stop-shop for planning, developing and supporting careers in our industries.

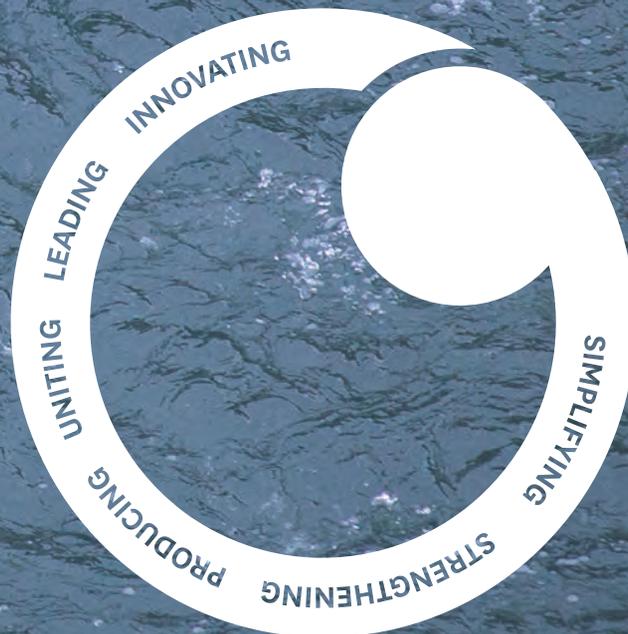
Continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders.

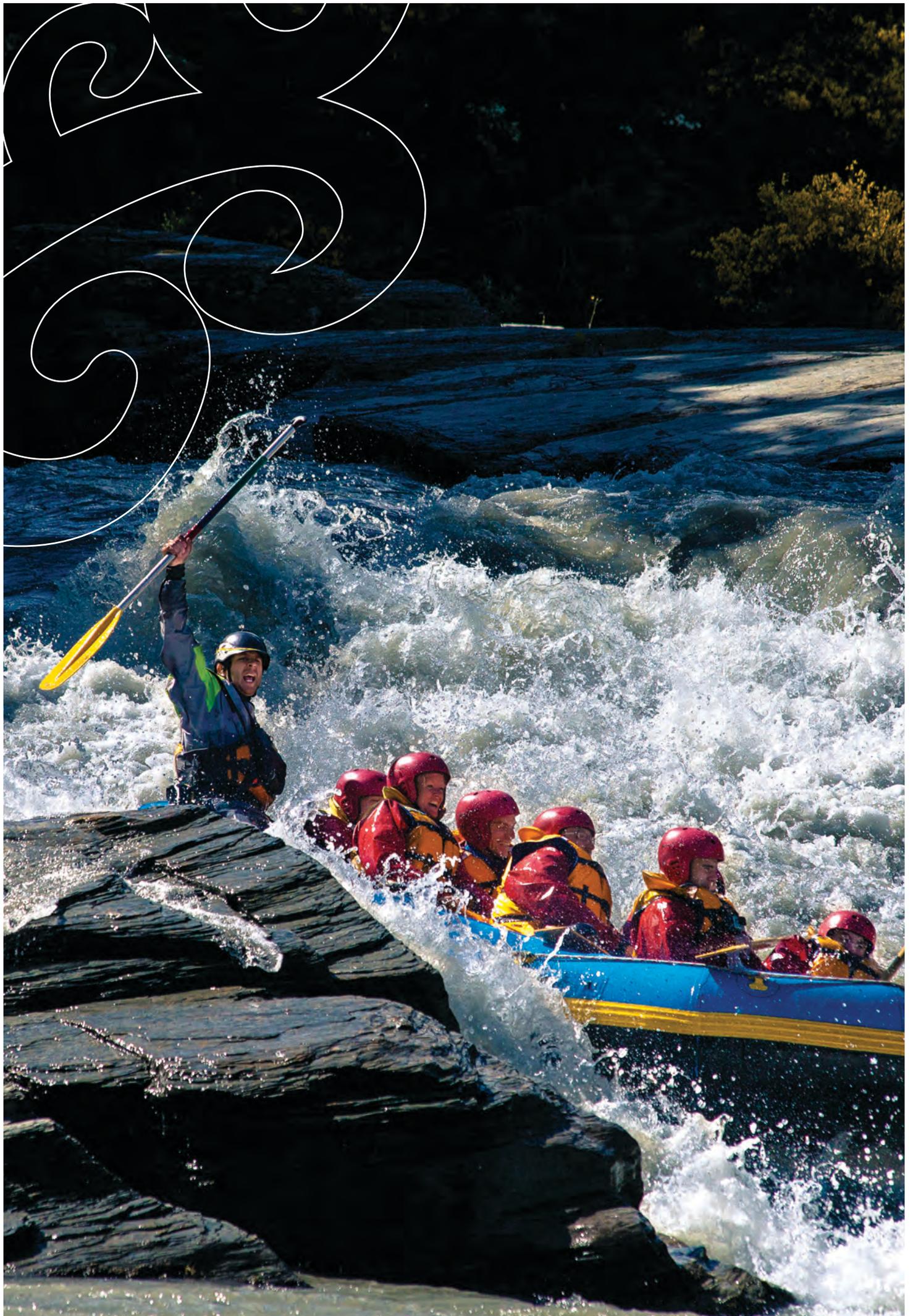
Leads and innovates workforce development in our industries.

Workforce solutions are developed that are led and endorsed by industry.

Our Strategic Themes

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





Strategic Outcome 1

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

This is an ambitious objective by the Skills Active board in striving to adopt a leadership and facilitation role for our industries, and in setting the groundwork for career identification, development and the promotion of these opportunities. Careers pathways for our industries have never been well defined, and certainly haven't been promoted as solid and viable options among other career paths available in the trades or more academically-grounded professions. However, those of us involved first-hand know how valuable our services are to New Zealand communities, and that we need skilled and talented workers to drive our industries forward. Without making the careers visible and attractive, we will lose highly capable individuals to other industries.

During the 2015 year we have made significant headway in establishing the base information required to start understanding the roles in our industries, which allows us to understand and promote the pathways to and from those identified roles.

Working first with Sport NZ and the New Zealand Recreation Association (NZRA) we identified a Workforce Planning Framework which identified actions needed across our industries to drive a dynamic, effective and skilled workforce. Following this, we determined what each organisation's role would be in enacting this framework.

One of the first pieces of work Skills Active undertook was the identification of the various job roles in our industries.

We were disappointed to find that sport and recreation jobs were almost invisible as options on the Careers NZ website and were also hidden in the Vocational Pathways information for school students, as there was no specific sport and recreation pathway within this model – instead we fell under three overlapping areas. It quickly became apparent that in order to make change and improve the situation, we would need to do the work ourselves and not rely on others.

Working with our industry stakeholders we have now identified and defined over 70 unique job roles within our industries. For each role we have defined the key characteristics of the role, pay rates, skill sets, number of jobs available, etc. We have also indicated what training options exist to develop the skills required for those roles. To get this information out to the workforce, we produced a set of job role cards for each industry and also built a supporting iPad app. We distributed our first batch of these cards to careers and transition education advisors in schools and have received extremely positive feedback about this tool.

Our next phase of work is to build on this and identify the career pathways that link the job roles with the skills/competencies/attributes needed to successfully transition between roles. In 2016 we intend to use this information to produce career path maps for school students, as well as an interactive web portal that will allow people to research and plan their careers

in our industries. We have also had initial talks with Careers NZ about linking from their website to our portal, once it is launched, for visitors to their site who are interested in our industry careers.

Our work with industry stakeholders did not stop there in 2015. We used information gathered from their deep sectoral knowledge, along with data we purchased from leading economic consultancy firm Infometrics, to profile each of the Skills Active industries - its contribution to the economy, workforce characteristics, industry-specific trends and issues in workforce development. We published this information in a key research document, the Sport and Recreation Industries Workforce Scan 2016. We also published our plan for addressing the workforce development issues identified in each industry, where Skills Active can influence. This document has been very well received and it is our intention to keep reviewing and updating this research in order to reflect current data, trends and issues.

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Case Study



Nicola Fredericks: A lifetime of learning in the aquatics sector

Nicola Fredericks started her swimming career at school, working as a volunteer coach for her local swim club in Naenae.

From there, she pursued her passion in sport and exercise, completing a PE degree at Otago University. While studying in Dunedin, the swim teaching qualification she had gained at school came in handy as she secured a part-time job as a swim instructor at a local pool.

When Nicola returned to Wellington, she took up a position with a private swim school, working as an instructor, pool supervisor and plant operator. Her relationship with Skills Active began here, completing water treatment unit standard US20046, as well as her National Certificate Aquatics – Swim Education L3 and her NZ Certificate in Swim Teaching through Swimming NZ. Nicola subsequently completed her assessor training, allowing her to train and assess staff in the workplace.

A few years later, Nicola tried out a career change and became a personal trainer with City Fitness. She came back through Skills Active and completed a National Certificate Exercise Consultant L3 to secure her REPs registration.

After a year, however, her love of aquatics saw her poolside again, taking on the role of Team Leader of Programmes at Karori Pool, where she is today.

Nicola sees opportunities at Karori Pool to make a difference, be involved in human development through teaching, and train passionate swim teaching staff. She is currently completing her National Certificate Swim Teaching in Disabilities, and is eagerly awaiting the TROQ outcomes which will see her able to align some of her Swimming NZ certificates to NZQA-recognised qualifications.

“

The opportunities, experience and qualifications that I've gained through Skills Active, along with Swimming New Zealand, have complemented my degree and helped my progress towards my ultimate goal of being a strength and conditioning coach for elite athletes. – **Nicola Fredericks**

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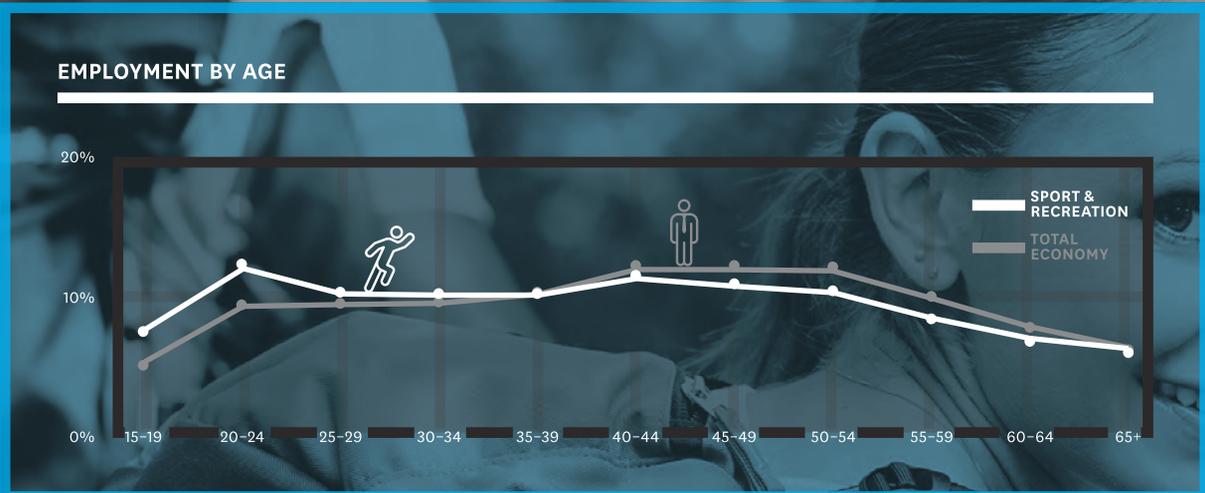
Alongside these major research projects, we have also continued to focus on key initiatives supporting and encouraging professional career pathways in our industries. Some examples of this work:

- We are developing opportunities for senior school students to achieve awards in the introductory skills required to begin a career in our industries. These will focus first on an “experience” level award and then a “school leader” award. We hope to roll out the first of these in the sport coaching and outdoor/adventure recreation space in early 2016.
- We are continuing to develop an online registration portal (NZRRP) that recognises qualified individuals working in our industries who maintain the currency of their skill sets. Work is also ongoing on the online e-portfolio tool (ActiveCV) that allows individuals to keep a record of all of their career competencies, qualifications and experience, in order to promote themselves professionally. We have recently built in an e-commerce facility that allows online payment for re-certification and other services. We have also included modules allowing logbooks of paid and volunteer work, along with a separate logbook for professional development. Further development will continue in 2016.
- It is our aim to simplify the qualification landscape for those wanting to enter our industries or progress through them. One approach is to reduce the confusion around the various qualifications that exist

on the NZ Qualifications Framework for similar skillsets, due to the TROQ process described elsewhere in this report. A second way is to work with any existing award schemes offered by industry associations and attempt to link these to the NZQF qualifications. Three examples of this exist in the outdoor recreation space where we have made some good progress in 2015. We have entered an agreement with the New Zealand Outdoor Instructors Association (NZOIA) to benchmark their award scheme to the NZQF qualifications. In 2016 we should see NZOIA graduates being awarded NZ Certificates in Leadership and recognised on their official records of achievement with NZQA. We have taken the content of the Avalanche qualifications, previously administered by the NZ Mountain Safety Council, and made these into NZQF qualifications supported by all of the outdoor industry. We have been working with the NZ Ski Instructors' Alliance to develop qualifications that would see qualified ski and snowboard instructors gain NZQA recognition for their skills, while still recognising the awards conferred by the NZSIA and the international portability this offers graduates.

While we have made great progress this year, this is only the start of a significant body of work required to achieve our aim of Skills Active being a one-stop-shop for careers in our industries. We thank our stakeholders for coming with us on this journey and continuing to be part of the important work we do in 2016.

Summary of Sport & Recreation Industries



OVERALL ECONOMIC CONTRIBUTION

\$4.3B GDP

2.2% OF NEW ZEALAND'S GDP IN 2014

OVERALL GENDER

SPORT & RECREATION

MALE 52% FEMALE 48%

TOTAL ECONOMY

MALE 51% FEMALE 49%

REGIONAL EMPLOYMENT AND GROWTH

AUCKLAND 33%
% of New Zealand Sport & Recreation employment in 2014

CANTERBURY 13%

WELLINGTON 12%

WAIKATO 9.3%

REST OF NZ 32.7%

2004 24,057

2014 25,333

2014 24,372

2004 19,692

TOTAL EMPLOYMENT
2004 66,172 — 2014 78,000 APPROX

Strategic Outcome 2

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

Skilled Management Team with the attributes to deliver on expectations

During the course of the year the Chief Executive and the Senior Management Team undertook an exercise in which their strengths and weaknesses were analysed to determine where the gaps were. The results of this analysis showed that the organisation is in safe, capable hands, with the current leadership team all scoring well above average in all areas. A programme is now in place to build on these strengths.

Skilled staff who are highly motivated, committed to our vision and valued 2015 Kenexa Best Workplaces survey (BWP) summary

For the seventh consecutive year Skills Active ran the IBM Kenexa Best Workplaces survey in August 2015. Our participation rate dropped by 2% from 2014, but remains high at 95.2%.

The survey covers the following areas:

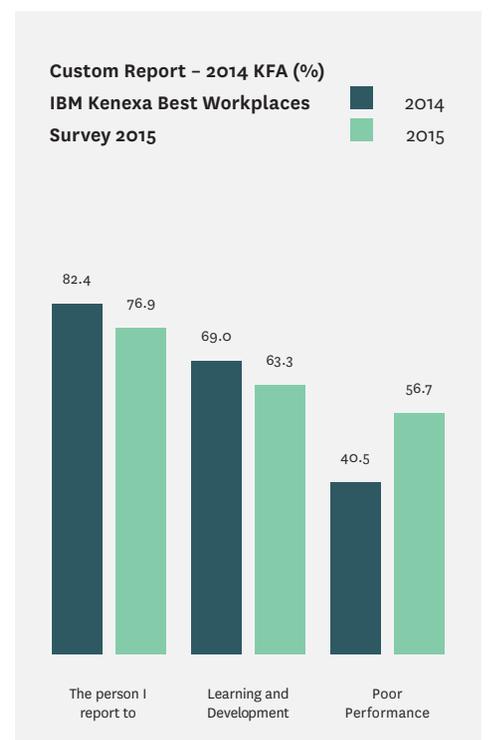
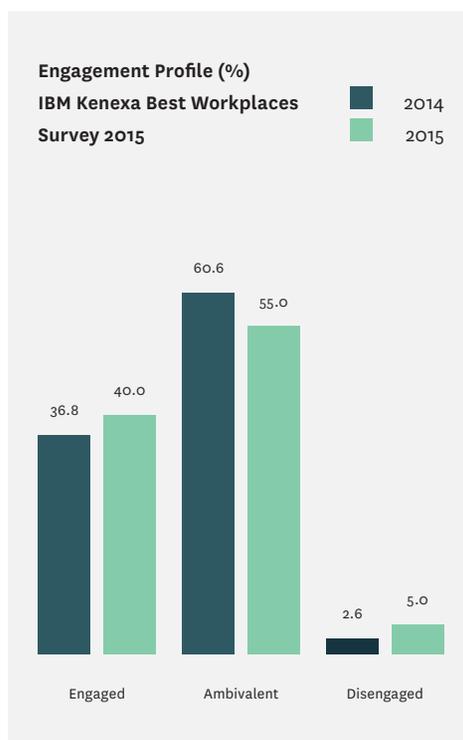
- Quality & performance focus
- Communication and Co-operation
- Wellbeing
- The person I report to
- My team
- My job
- Learning and development
- Reward and recognition
- Overall perception (this section determines employee engagement)
- Taking action (taking action on the results of the survey)
- Final thoughts

Level of Engagement

Our level of engaged staff continues to rise however, in 2015 our level of disengaged staff also appears to have risen. It should be noted that any staff member who does not complete the survey is treated as disengaged and the 5% disengaged represents the two staff members who did not complete. In excess of 50% of our staff still report as ambivalent, and it is this group that we need to actively encourage to transition from ambivalent to engaged.

As a result of this survey, an internal team is set up each year to work alongside the Senior Management Team in order to improve the results of two or three key focus areas. In 2015 this team concentrated on the already identified key areas from 2014, with the objective being to build on and strengthen what has already been achieved.

Traditionally, we have conducted this survey in August but for 2016 and future years the SMT has decided to carry it out during May, to better feed into planning for the upcoming year.



“

The Skills Active RCC process allowed Les Mills to help its experienced Personal Trainers gain recognition for their extensive skills and knowledge, in the form of a National Certificate. It's a fast and cost-effective route to meet our requirement that all our trainers register with REPs NZ. – **Brett Turnidge, PT Manager, Les Mills Wellington Extreme**

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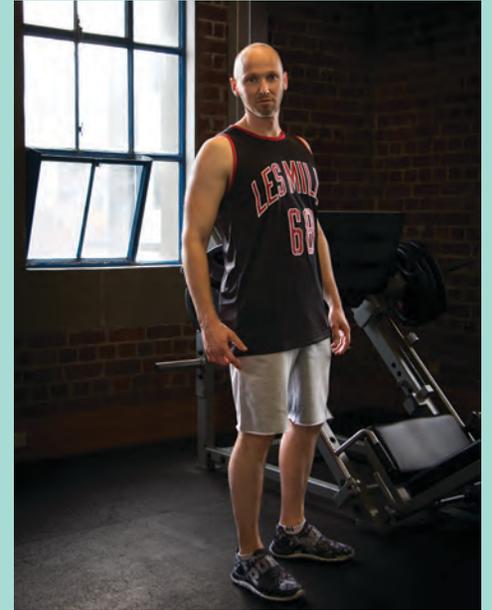
Organisation has the necessary tools and resources to meet its outcomes

2015 saw the continued implementation of Kaizen and Lean methodology throughout the organisation. Visual Management Display Boards have now been installed in all areas of the office and are being used effectively. All staff have now undertaken initial training in this methodology and a further group of 10-12 have been identified to take part in further training towards certified practitioner status.

A fleet of new vehicles was rolled out in August throughout the country, replacing the existing leased vehicles. Individual vehicles were tailored to the areas and clients being serviced with 4wd, hybrid, small around-town and large vehicles all being provided.

Development continued on both internal and external computer systems in accordance with the approved three-year ICT roadmap. In conjunction with this, all computer hardware is now on a three-yearly replacement cycle. This commitment to new technology means that the organisation's equipment and systems can work hand-in-hand with each other, rather than being hampered by one another.

Case Study



New RCC scheme recognises exercise industry professionals

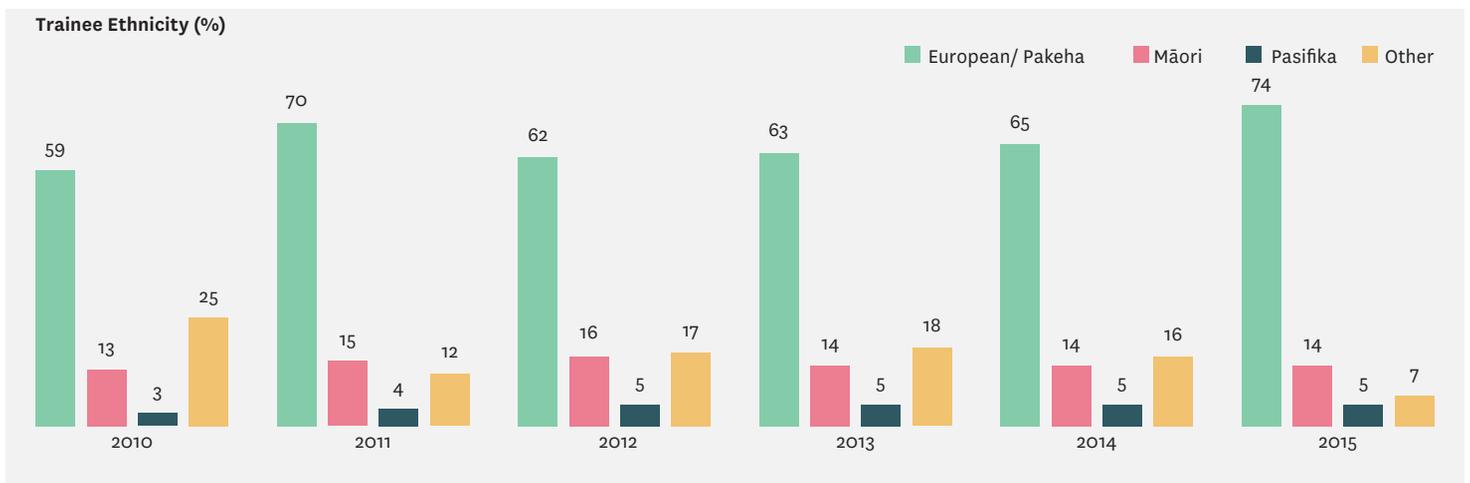
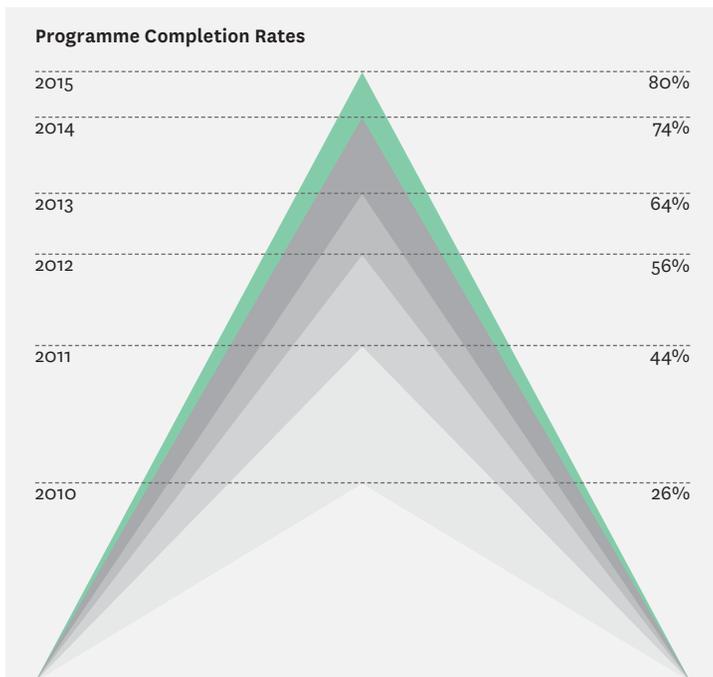
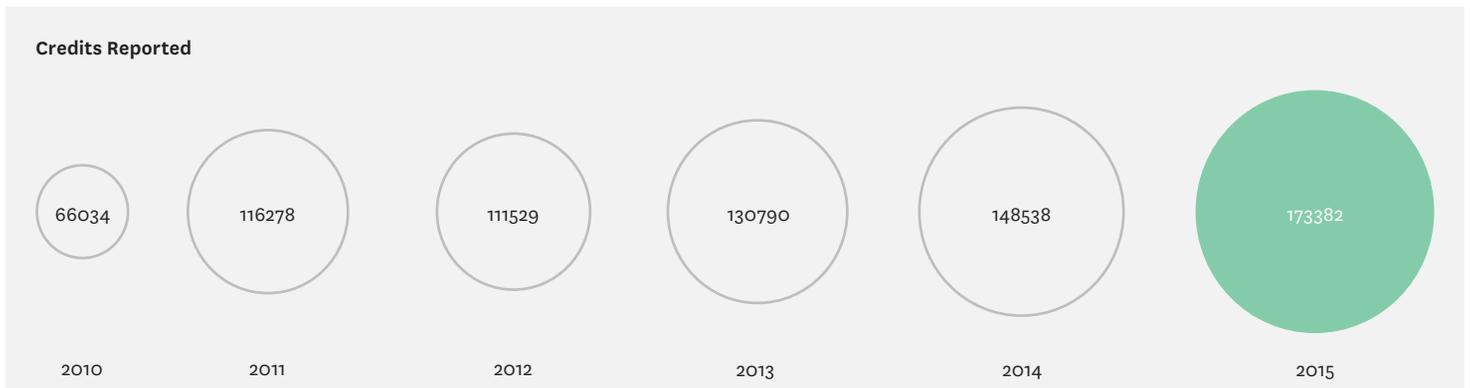
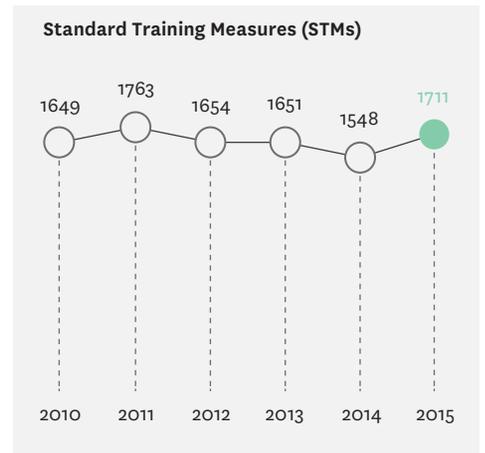
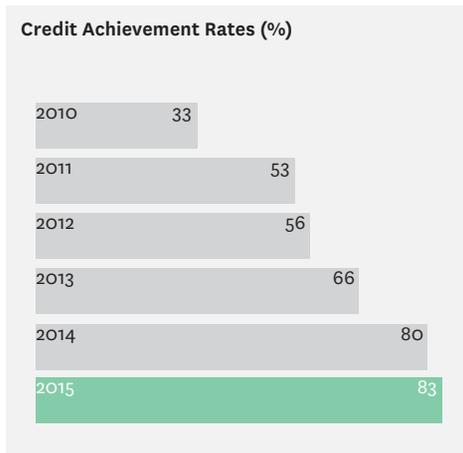
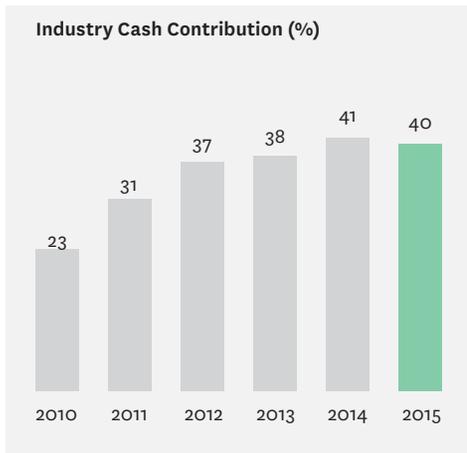
Skills Active is seeing increased numbers of working professionals in the exercise industry seeking to gain a nationally recognised qualification that reflects their significant knowledge and experience, and allows entry into the Register of Exercise Professionals (REPs NZ).

Some of our industry members have not previously gained a formal qualification, while others have historic certificates or qualifications from overseas.

In mid-2014 Skills Active launched a new Recognition of Current Competency (RCC) system aimed at streamlining the process for gaining a National Certificate in Fitness, for those exercise industry professionals seeking to gain formal recognition of their skills and knowledge.

Since then 49 people have gained their qualification using the new process, and a further 59 are currently completing a National Certificate in Fitness via the RCC.

Industry Training Success



Stakeholder Satisfaction Survey

Every year Skills Active undertakes surveys of workplaces, trainees, assessors and stakeholders to get feedback on their levels of satisfaction with our services and products. The summary of results for the

2015 survey show good levels of satisfaction across all areas. Of particular note is the increased level of satisfaction across our workplaces compared to 2014.

Workplace Survey Summary

General Communication



Qualification Service



Qualification Support



Learning and assessment resources



Value of the qualification



Recommendation to others



Trainee Survey Summary

General Communication



Qualification Service



Qualification Support



Learning and assessment resources



Value of the qualification



Recommendation to others



Assessor Survey Summary

General Communication



Assessor Support



Learning and assessment resources



Assessor Training



Recommendation to others



Stakeholder Survey Summary

Interaction with Skills Active



Skills Active as an organisation





Strategic Outcome 3

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

We started the year with the publication of our workforce planning framework. The framework was released in conjunction with our partners Sport NZ and NZRA with the goal of providing organisations with a structure for thinking about their current and future workplace challenges, and developing strategies to meet those challenges. Underpinning this framework were lessons learned from successful best practice sporting and non-sporting organisations. It was developed with four key strategies in mind: plan; engage and recruit; support and develop; and finally, reward and recognition.

The actions we take at Skills Active are driven by industry consultation. Our capacity to supply moderated workforce qualifications, based on real business needs, has allowed us to build 'fit for purpose' solutions for our stakeholders. We've led a number of workforce development projects for those stakeholders, including delivering qualifications on modern online learning platforms.

So what has this meant for the businesses that engage with Skills Active? From our perspective, 2015 saw us fostering robust relationships with companies, which has helped grow a solid pipeline of qualification opportunities moving into the New Year. We have strived, as per our workplace planning framework, to install a culture of learning at one level, and at another higher level, we hope we have contributed to a more cohesive business model for some of our industry workplaces.

A great example of our collaborative interaction from development through to implementation was our engagement with Ashburton District Council. The council opened a multi-purpose facility this year and they were looking for a "one-stop-shop" training programme for all staff. They needed an induction programme encompassing health and safety, customer service and role-specific training. Skills Active proposed the development of a customised induction programme, and the eventual material ultimately created formed both an induction and a workforce development plan for staff, aligned to New Zealand Qualifications. As well as establishing an effective core skills programme, we also provided a qualifications pathway leading up to Facilities Manager level.

Our customer-centric view this year enabled us to have open and frank dialogue with our stakeholders. These frank conversations, with partners such as Ashburton District Council and others, allowed us to set a platform for delivering on our mandated goals in 2015. Those goals were around not only the volume of employees signing up to training agreements, but more importantly, the level of completions coming out the other end. We are proud of the fact that we are shooting above our weight in this regard.

There have been a number of examples of how completing qualifications directly impacted employees. For instance, we have heard from one graduate, a father of three who had left school at 15 after his mother

was diagnosed with cancer. Having a job was paramount to supporting his family, and getting qualified while in work was his first experience of success in education. In 2015 we also heard the story of a graduate with severe dyslexia who sustained a shoulder injury halfway through his traineeship. Both of these challenges could have threatened his success, but he got there in the end and completed his qualification.

We heard from a trainee who acknowledged that this was the first time in her life she had been awarded anything academic, and referred to all of her high school awards as "being sport-based".

>>

Case Study



Outdoor Recreation – Joint project with NZOIA sets the stage for greater cooperation with outdoors industry.

In 2015 Skills Active and the New Zealand Outdoor Instructors Association (NZOIA) signed a historic partnership agreement. This was a significant moment for both organisations, and the outdoor industry, and it marks a big step towards a more unified qualification system for the outdoors.

Under the partnership, Skills Active has agreed to undertake two benchmarking processes. We will match the NZOIA Awards against our NZQA framework-based qualifications, meaning that staff who are trained and assessed against the NZOIA awards may also have their awards recognised on the New Zealand framework.

Skills Active will also benchmark the NZOIA assessor training course against our assessor training programme. At the completion of this project, for the first time NZOIA assessors will be recognised as Skills Active assessors.

Skills Active is proud to be part of a strategic partnership that comes off the back of a huge effort and high-level collaboration between the two organisations. Together we have created a solid foundation for the future success of the outdoor industry.

“

NZOIA is pleased this year to have implemented a qualification benchmarking process with Skills Active under the partnership agreement we developed last year. This will enable those training towards, and then being assessed for, NZOIA outdoor qualifications to also have their qualifications recognised on the NZQA qualification framework. – **Gillian Wratt, NZOIA board chair**

”

«

We are left feeling nothing but inspired by our graduates. These trainees may be chasing and living their dream in sport, recreation and fitness, or they may have somehow “fallen” into one of these industries. The challenge for us no matter how they ended up here, is to make the experience a positive one.

Moving into 2016 we will be looking even more closely at workforce development and its impact on business. We wish to quantify our qualification commitments in dollar value terms, and determine a return on investment for training. This is by no means an easy feat as there are a number of variables and characteristics to consider when dealing with small, medium and large enterprises. But as an industry leader, part of our role is to deliver meaningful research and knowledge on our workforce; not only to show that there are real, tangible benefits to deploying effective workforce development programmes, but also to reflect that our industries, now more than ever, offer exciting, vibrant and dynamic careers.

Success for Māori

In 2011 Skills Active's Māori strategy sought to increase the credit achievement rate of Maori to 50%, through to 60% in 2013 and subsequently to 65% in 2014. However In 2014 we did better than that reaching a high of 82% credit completions for Māori trainees and 79% for Pasifika trainees.

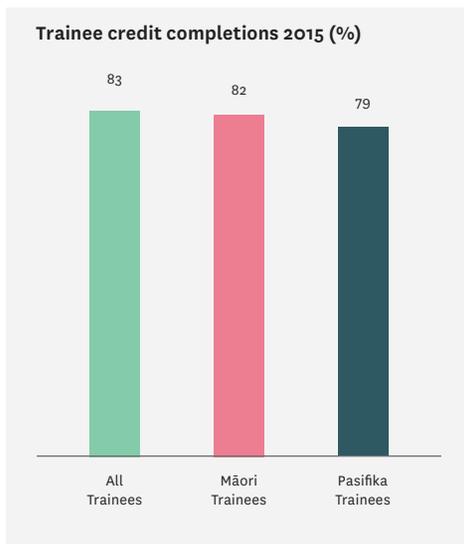
Maintaining this success for 2015 and beyond

This success allowed us to set a platform for 2015 based on frequent analysis of data to identify common issues and solutions to increase credit and programme achievement including:

- Bi-monthly analysis and reporting data based on Māori trainees by TEC status
- Analysis of data by region, by workplace, by programme, by credit/qualification achievement
- Bi-monthly meeting with Skills Active Learning Support Advisors and Industry Development Advisors
- Regular scan of common issues and solutions to assist Māori to increase credit achievement.

Below and top right

Trainees receiving her certificate from Kura Mihi Keita Namana, CE Adri Isbister, Tina Te Tau

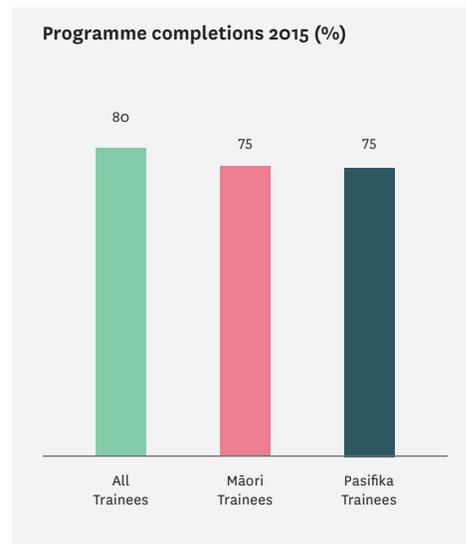


2015 Educational Performance Indicators (EPI's) credit completions

To ensure educational outcomes for Māori and non-Māori (including Pacific People) are all above Skills Active's target thresholds, organisation EPI programme completion targets for Māori and Pasifika were set:

- At least 75% credit completion

The data shows that programme completions for both Māori and Pasifika exceeded the targeted thresholds. Likewise Māori and Pasifika achievement rates here are favourable against all trainees.



2015 Educational Performance Indicators (EPI's) Programme completions

To ensure educational outcomes for Māori and non-Māori (including Pacific People) are all above Skills Active's target thresholds, organisation EPI programme completion targets for Māori were set:

- At least 75% programme completion

The data shows that programme completions for both Māori and Pasifika have met the targeted thresholds.

Bottom photo

Kaumatua Mike Kawana



A successful operation: First batch of trainees receive their National Certificates in Māori Management

In 2012 the Capital and Coast and Wairarapa District Health Boards lent their weight to the development of a Skills Active training programme, Te Tohu Whakawaiaora: Certificate in Healthcare Capability, customised from our National Certificate in Māori Management. Skills Active knew then that the hard work had only just begun, and trainee success would depend heavily on the facilitation, assessment and support components of the programme.

As the Health industry is not within our gazetted scope, we spoke to Careerforce who are fully supportive of us developing and delivering this programme. We have an MOU with Careerforce that documents this agreement.

Skills Active Aotearoa, Capital and Coast DHB and Wairarapa DHB have worked closely together to develop and implement this NZQF-aligned programme, which teaches participants how to work confidently with Māori in the health sector. This reinforces the DHBs' long-term vision of a standardised regional approach to developing a culturally competent health workforce, and one that can make a difference in reducing Māori health inequalities.

So, for Wairarapa and Wellington staff at their recent graduations, it seemed appropriate to acknowledge the success of the programme and to recognise those involved, including Māori Directorate facilitators/assessors Janeen Cross, Tina Te Tau and Katherine Reweti-Russell. The realisation and execution of this project was driven by their commitment and passion, undeniably two key drivers of success for this pilot programme. A total of 23 Wairarapa DHB staff, including doctors, social workers, clinicians and GPs enrolled in the programme, resulting in 21 graduates and two trainees to complete later in 2016.

At the CCDHB graduation at Wellington Hospital, Christine King (Associate Director of Allied Health, Scientific and Technical) presented National Certificates to 10 graduates. Christine said the pilot marked an important starting point and she hoped other DHBs would sign on for the programme, as a means of allowing a wide range of health professionals to build new skills and broaden their cultural understanding.

To build on this success, Capital and Coast DHB intends to enrol a further cohort of up to 30 staff in 2016.

Success factors in achieving excellent programme completions

We understand the significant commitment required by trainees to succeed in on-job learning, and therefore fully acknowledge the personal sacrifices each person has made, especially those returning to an education and training setting.

One of Skills Active's strategic objectives is to strengthen its capacity to deliver training for workplaces and organisations committed to Maori wellbeing/hauora.

With that in mind, key success factors for this programme included:

- The recognition of existing skills and knowledge of whanau/hapū members to aid Skills Active in developing additional workplace learning and assessment resources for the programme.
- The mentoring and support from the Wairarapa and CCDHB Māori Directorates which helped staff and whānau to see their efforts come to fruition.
- The hard work and vision of the facilitators/assessors from the Māori Directorate: Janeen Cross, Tina Te Tau and Katherine Reweti-Russell.
- The inclusion of Wairarapa Kaumātua Mike Kawana and Kuia Mihi Keita Namana and Taranaki whānui kaumatua Peter Jackson and Kuia June Jackson. Their support for this project from its inception to the graduation was instrumental. "E ngā pou rangatira, tēnā rawa atu koutou i ōu tautoko mai."
- The support received from Wairarapa DHB Chief Executive Adri Isbister; Māori Director Jason Kerehi; and CCDHB Associate Director of Allied Health, Scientific and Technical, Christine King.
- The vision and ongoing support of Riki Niania, chair of Tumu Whakarae – the DHB GM Māori National Strategic Reference Group; the Kia Ora Hauora Māori Health Careers Programme steering group; and the Tū Kaha Māori Health Development conference committee.

Māori Scholarship Recipient



Kate Burley

Out of the pool and onto the court

Up until 2014 Kate Burley played New Zealand representative waterpolo in various age groups, while also similarly progressing in representative netball. At Westlake Girls High School, Kate was captain of the premier waterpolo team for five years, and captain of the premier netball team for four years.

In order to achieve her academic goals and keep up with her responsibilities as head girl, Kate had to choose one sport as her main focus. Netball won out, the tipping point being her selection for the NZ Aotearoa Netball Team in 2013.

Kate's netball achievements prior to 2015 are many and include:

- North Harbour Netball Premier player of the year 2014
- NZ Secondary School National team
- North Harbour Netball U17/captain
- NZ U17 Netball National team

Her achievements for 2015 include:

- Commodores Netball Club – Super 14 & Premier 1 team
- Baytex Netball Premier 1 team
- Waitakere LFNC
- North Harbour Netball U19 team
- NZ U21 Netball Squad /Trans-Tasman U19 team
- NZ Netball Squad/Junior Worlds 2017
- Northern Mystics Transition Squad

Future Goals:

Kate is enrolled at the University of Auckland studying towards her BSC in biomedical science, and aims to remain on the NZ U21 team and progress on from the Mystics Transition Squad. Her long term goal is to be an ANZ franchise player and ultimately a Silver Fern.



Top

Wairarapa Māori Directorate and Wairarapa DHB graduates and their whānau. Front row Tina Te Tau, Māori Health Directorate; Mike Kawana, Kaumātua; Janeen Cross, Māori Health Directorate; Second row far right Kuia Mihi Keita Namana.

Bottom

Capital & Coast DHB graduates with Māori Directorate and Skills Active staff. Far left Ron Taukamo Kaihautū Skills Active. Cheryl Goodyer CCDHB Manager Māori Directorate; Katherine Reweti-Russell, Programme facilitator/Assessor. Far right Ihaka Waerea Skills Active Learning Support Advisor

Strategic Outcome 4

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

Industry qualifications, programmes, standards and resources are seen as relevant and credible to our industries.

Targeted Review of Qualifications (TRoQ)

Work continued in 2015 on the review of all Sport, Fitness, Recreation and Performing Arts qualifications as part of the Targeted Review of Qualifications (TRoQ). This review started in 2011 and, given the large number of qualifications and complexities across our industry groups, has taken a number of years to progress.

2016 will see the end of the TRoQ work and, due to the assistance of all the key stakeholders involved, our industries will then be able to benefit from a cohesive suite of New Zealand Qualifications. Thank you to those who have offered their time and expertise to contribute to this huge project.

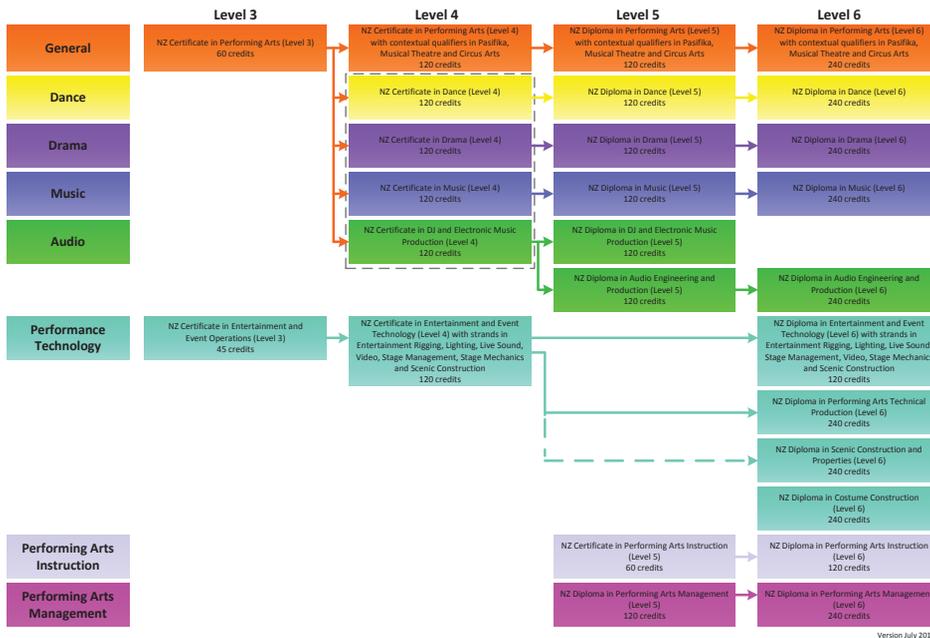
Proposed Qualification Map

	EXERCISE	SPORT AND RECREATION	OUTDOOR RECREATION	DIVE	SNOW
	NZC in Recreation Safety Auditing with optional endorsements				
	NZD in Sport, Recreation and Exercise (Multi-sector)				
	NZD in Facility Management				
LEVEL 6	NZD in Exercise		NZC in Outdoor Senior Leadership with contexts		NZC in Avalanche Risk Management with Optional Strands
	NZD in Sport, Recreation and Exercise (Multi-sector)				
LEVEL 5	NZC in Exercise	NZC in Sport and Recreation Management NZC in Sport and Recreation (Community Development) NZC in Sport Coaching	NZC in Nga Taonga Tikaaro (Kaitiaki)	NZC in Outdoor (Guiding) with contexts NZC in Outdoor Leadership (Instruction) with contexts NZC in Outdoor Instruction (Multi-skilled)	NZC in Diving NZE in Fishing (Intrastudy)
	NZC in Recreation Safety Management				
	NZC in Sport, Recreation and Exercise (Multi-sector)				
	NZC in Facility Operations				
LEVEL 4	NZC in Freestyle Group Exercise NZE in Exercise	NZC in Aquatics (Swim Pool Lifeguard) NZE in Aquatics (Specialised Swim & Water Safety) NZE in Aquatic Treatment System NZE in Sport and Recreation (Programme Delivery) NZE in Sport Coaching	NZC in Nga Taonga Tikaaro (Kaitiaki)	NZC in Outdoor Experiences NZE in Outdoor Leadership with contexts NZE in Outdoor Pursuit (Multi-skilled)	NZE in Diving (Supervision) with special and systemic training NZE in Snowgrooming NZE in Snowsport Equipment with strands NZE in Snowsport Introductory Instruction (Apprentice) NZE in Snowsport Patrol
	NZC in Recreation Safety Management				
	NZC in Sport, Recreation and Exercise (Multi-Sector)				
	NZC in Sport, Exercise and Leisure Operations				
LEVEL 3	NZE in Pre-Approved Group Exercise NZE in Pre-designed Exercise Instruction NZE in Aquatics with strands	NZE in Sport Coaching NZE in Sport Officiating NZE in Nga Taonga Tikaaro (Akonga)	NZE in Outdoor Experiences NZE in Outdoor Activity Supervisor	NZE in Diving	NZE in Snowmaking NZE in Snowsport Instruction with strands NZE in Snowsport Facility Operations with strands

Case Study



Performing Arts Proposed Qualifications Educational Pathways



New Programme for NZ Defence Force Recruits

A major highlight in 2015 was the partnership with the NZ Defence Force for the New Zealand Certificate in Outdoor Experiences Level 3. This new qualification was listed on the NZ Qualifications Framework (NZQF) in mid-2015. Skills Active and the New Zealand Defence Force then worked together to align the skills and knowledge gained by recruits during the recruits course to the New Zealand Certificate. NZDF Qualifications Developer, Mel Jones, says “This is a great example of collaboration between the NZ Defence Force and Skills Active to acknowledge the skills and experience gained while training on the job.”

The success of this programme saw over 400 graduates in 2015 and more to come in 2016. The next step is to continue working towards channelling these graduates into higher level qualifications as they progress their career within the NZ Defence Force and beyond.

New Programmes and Resources



Skills Active developed and launched a number of new programmes and resources in 2015 to support qualification achievement. These included:

- Updated resources launched for Active Assessor, Evidence Verifier and Business Administration and Computing
- Development of customised programmes for Top 10 Holiday Parks and Real Journeys – new workplaces with Skills Active
- Customised programmes for a number of Councils and Recreation providers
- Updated customised resources for Snowsport workplaces
- 2015 saw the expansion of SkillsActivator (Skills Active eLearning system launched in 2014) to over 600 trainees in the Snowsport industry.

Case Study



Online Learning and Assessment for NZSki Employees

A major success in the E-Learning space for Skills Active was the rollout of a course for new employees at NZSki in mid-2015 as part of their National Certificate in Tourism (Core Skills) Level 3 programme.

Skills Active and NZSki worked together to develop the course, which covers the key knowledge and skills needed by employees of NZSki, including health and safety processes, site information, policies and procedures and employment conditions.

The course was successfully completed by over 400 staff in the lead-up to the ski season.



“Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders”

Supporting our Assessors

Through 2015, we supported our Assessors through our moderation activities. Overall, 518 assessors participated in moderation through the following methods:

- Attendance at moderation forums: 251 Assessors
- Assessment samples moderated: 142
- Observed Assessment Moderation: 125

Above

Pool lifeguard assessor forum in Taupo, May 2016. Forums happen all around the country and keep our lifeguard assessors up-to-date and connected to their peers.





OutdoorsMark

The national outdoor safety audit programme designed by the New Zealand outdoors community for the New Zealand outdoors community.

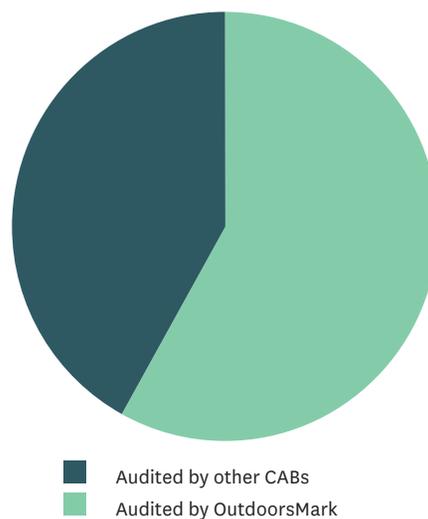
2015 represented the first full year of operation for the OutdoorsMark business unit for Skills Active. This service was taken over from Outdoors New Zealand in May 2014, and we were faced with the challenge of getting all systems and practices up to the standard required for accreditation as a Conformance Assessment Body (CAB) by WorkSafe NZ and their partner organisation in the accreditation process, the Joint Accreditation System of Australia and New Zealand (JAS-ANZ). This achievement reflects an immense amount of work by the Skills Active OutdoorsMark team, at a time when there was considerable pressure to certify the initial cohort of adventure operators under the new Adventure Activities Regulations.

The introduction of regulatory compliance systems is often met with a degree of scepticism by businesses requiring certification. This is especially true when those organisations have to pay significant fees to be audited and achieve compliance. With the OutdoorsMark brand historically associated with a voluntary standard, this means we are still working towards a point of familiarity and acceptance of the current environment by Adventure Activity Operators.

What is pleasing is that despite there being four CABs providing audit services, we have retained more than 60% of all operators in the industry. This is definitely a positive reflection on the work done by the staff of Outdoors NZ in past years, to establish a strong, positive audit brand with operators. We have strong links to

the outdoor adventure industry, employing auditors, staff and technical experts who know and understand the industry, as opposed to simply being generic safety auditors. We believe this unique point of difference adds significant value in our audit work and our ability to provide quality safety observations.

Certified Adventure Activity Operators



Throughout the 2015 year, as the focus shifted from initial certification to tracking and monitoring upcoming activity, we have continued working to strengthen the systems that underpin the audit scheduling and certification processes, including remodelling our current database. Moderation meetings, the development of additional guiding principles for auditors, and a robust review process has meant increased consistency in reporting and decision-making by auditors, in an environment that does not always provide

solutions in black and white. This work is vital to ensure OutdoorsMark continues to be viewed as a credible, transparent and trustworthy organisation going forward.

Towards the end of 2015, we were approached by the Tourism Industry Association of New Zealand (TIA) to assist in implementing a quality assurance scheme to deal with the issue of international drivers having safety issues on New Zealand roads.

“TIA, working in conjunction with the Visiting Drivers Tourism Forum, undertook to develop a Code of Practice for Informing Visiting Drivers. Approximately 60-70% of the rental fleet subsequently signed up to the voluntary code.

As part of the implementation process we looked for a credible agency to provide quality assurance and certification, and settled on OutdoorsMark, who were already well-known in the industry due to their work on adventure activity audits. Mel Dingle has guided us through the implementation of the Code, and has been willing to work with the sector in implementing this new quality assurance process. The results have been favourable, with operators supportive and encouraging of the Code. We are pleased with the choice we made in selecting OutdoorsMark as our partner.” – Steve Hanrahan, Advocacy Manager for TIA

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Case Study



Sidemount Pros OutdoorsMark Certified Adventure Activity Operator

Sidemount Pros was established by SDI Instructor Steve Davis, with the mission to build understanding of the benefits of sidemount diving, and to develop safe and skilled sidemount divers. We asked Steve for his impressions of being audited by OutdoorsMark auditor Jamie Obern.

Did the auditor add value to the process?

Yes, he was outstanding. He is one of NZ's leading dive instructors but also helped me greatly to understand and achieve the regulatory requirements.

Did the auditor understand the audit area and demonstrate astuteness and technical proficiency?

Yes, as stated above he is a very experienced diver and dive instructor. He also now understands the [Safety Audit Standard] requirements and how they relate directly to the conduct of dive businesses. He made some very good dive instruction observations and comments that I have taken on board.

Did the audit help with the identification of additional issues/ risk areas?

Yes, he uncovered a few areas that I needed to review which more than anything helped me define my scope and identify risks and develop a risk management plan to cover the scope of my operation.

<<

This new business stream for OutdoorsMark not only provides an opportunity for additional revenue but also offers the prospect of levelling out the current peaks and troughs associated with the annual workflow of Adventure Operator audits.

Also in 2015, we have undertaken product development work for a new audit programme for schools (EOTC - Education Outside The Classroom). This has put us in a strong position to launch this new programme in 2016. We hope this audit product will give some comfort to school Boards of Trustees that their school has good safety management systems in place. Our aim through this is that EOTC experiences in schools will continue to be offered, rather than simply withdrawn due to schools fear of injuries and litigation.

Our focus going forward is on ensuring OutdoorsMark strengthens as a sustainable business and is in a position for growth, whilst continuing to promote and support the delivery of high safety standards across operators certified by OutdoorsMark.



“

Going forward, as the OutdoorsMark audit process matures, the audit process itself and the audit team will be integral in assisting operators to meet their regulatory obligations, in addition to improving their businesses through introducing and developing rigorous and safe practices. – Mike Torr

”

Case Study



OutdoorsMark Auditor: Mike Torr

Mike Torr is one of the auditors in the OutdoorsMark audit team as well as being a Technical Expert in diving. OutdoorsMark takes pride in selecting highly skilled auditors and Technical Experts, who have strong understanding of and links with the Adventure Activity sector. Mike initially developed his audit skills in an auditing role with the Electricity Authority, but he has very successfully transferred to adventure activities. This, combined with his nearly 10 years in the dive industry and his current study towards a Graduate Diploma in Occupational Safety and Health, make Mike a valuable member of the auditing team.

While Mike believes the moderation days held by OutdoorsMark go a long way to creating consistency in audit findings and the reporting of audit findings, he feels that providing even more of these events will create a platform for continuous improvement going forward for OutdoorsMark, just as it will for the operators we support and audit. Mike also thinks the improved review processes are instrumental in working towards our goal of more consistent outcomes.

An interesting observation from Mike is that the pathway to certification for those operators newly certified against the Adventure Activity Safety Audit Standard has been somewhat smoother than for those that were previously audited under the voluntary Outdoors New Zealand programme. He observes that this may be partly due to those operators previously audited considering that they have already met the regulatory requirements, without realising the need to address the gaps between the previous voluntary certification and the newly introduced Adventure Activity Regulations.



Directors' Disclosure

Board Member	Interest	Meetings attended
Des Ratima	Whakatu Kohanga Reo - Chair Ahuriri District Health Trust - Chair Te Whanautahi Charitable Trust - Chair Te Roopu Kaitiaki O Te Wai Maori - Company Manager	4/5 Board meetings, AGM, Strategic planning meeting
Butch Bradley (re- elected 26 June 2015)	Te Ara a Maui Regional Tourism Board – Director (until 25 November 2015) Māori Business Network Te Awe – Director (until 4 December 2015) Basketball New Zealand – Director (until 25 November 2015) Ngāti Apa ki te Ra Tō – CEO Director, Challenger Scallop Enhancement Company (from 25 November 2015) Committee Member, PauaMac 7 (from 25 November 2015) Chairman, Director, Te Ara a Māui Inc (Māori Regional Tourism Board) Member, Te Tau iwi Forum (from 2 November 2015) Member, Te Waka a Māui iwi Forum (from 25 November 2015)	3/5 Board meetings, AGM, Strategic planning meeting, CE Performance Appraisal Committee meeting
Andrew Gunn	Snake Point Lodge Limited - Director Professional IQ College – Director Director, Bertney #35 Limited Director, Trafalga Nominees Director, Kokoroa Farms	5/5 Board meetings, 6/6 Audit and Risk Committee meetings, AGM, Strategic planning meeting

Board Member	Interest	Meetings attended
Sam Napia	Thames-Coromandel District Council - Director Strategic Relationships and Projects Tuhoronuku Independent Mandated Authority - Deputy Chair (until 16 October 2015)	5/5 Board meetings, 5/6 Audit and Risk Committee meetings, AGM, Strategic planning meeting, CE Performance Appraisal Committee meeting
Alexander Brunt (re-elected 26 June 2015)	Royal Australia and New Zealand College of Radiologists - General Manager New Zealand Radiology Education Trust - Executive Director	4/5 Board meetings, 4/6 Audit and Risk Committee meetings, AGM, Strategic planning meeting
Stephen Gacsal (re-elected 26 June 2015)	Treasurer and Board Member, Exercise NZ Registrar, Register of Exercise Professionals Board member of ICREPs Representing Fitness on the TRoQ working group	5/5 Board meetings, 6/6 Audit and Risk Committee meetings, AGM, Strategic planning meeting, CE Performance Appraisal Committee meeting
Wendy Sweet (elected to audit and Risk Committee 16 October 2016)	Personal Training Company - Director Senior Assessor Mentor for Skills Active	4/5 Board meetings, 1/1 Audit and Risk Committee meeting, AGM, Strategic Planning meeting, CE Performance Appraisal Committee meeting

Skills Active Shareholders

Sector

Formal Name of Organisation

Community Recreation

Dance Aotearoa New Zealand Limited

Entertainment Technology New Zealand

New Zealand Recreation Association Incorporated

Water Safety New Zealand Incorporated

National Council of YMCAs of New Zealand Incorporated *

Fitness

Exercise Association of New Zealand

Ngā Mahi a te Rēhia

Aotearoa Māori Providers of Training Education and Employment (AMPTEE)

Aotearoa Māori Tennis Association Incorporated

Handball New Zealand

Hauraki Māori Trust Board

Te Tohu Taakaro o Aotearoa Charitable Trust - National Māori Sports Awards

New Zealand Māori Rugby Board

Te Arawa Lakes Trust

Te Kaunihera Haupoi Māori o Aotearoa

Te Roopu o te Pātaka

Whakaruruhau Ngā Mahi ā Te Rēhia

Sector	Formal Name of Organisation
Outdoor Recreation	<p>Christian Camping New Zealand Incorporated</p> <p>Education Outdoors New Zealand Incorporated</p> <p>New Zealand Mountain Safety Council Incorporated</p> <p>New Zealand Outdoor Instructors Association Incorporated</p> <p>Outdoors New Zealand Incorporated *</p> <p>Sir Edmund Hillary Outdoors Education Trust</p>
Snow Sports	<p>New Zealand Snowsport Instructors Alliance Incorporated</p> <p>NZ Snow Industries Federation Incorporated</p> <p>NZ Snowsports Council Incorporated</p> <p>Ski Areas Association (New Zealand) Incorporated</p>
Sport	<p>Sport and Exercise Science New Zealand Incorporated</p>
Total Shares	

*Shareholders currently in default

Independent Auditor's Report

Audit

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To the Shareholders of Skills Active Aotearoa Limited

Report on the financial statements

We have audited the financial statements of Skills Active Aotearoa Limited on pages 3 to 16, which comprise the statement of financial position as at 31 December 2015, and the statement of comprehensive income, and statement of changes in equity for the year then ended, and a summary of significant accounting policies and other explanatory information.

Directors' responsibilities

The Directors are responsible for the preparation of financial statements in accordance with generally accepted accounting practice in New Zealand and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that present fairly the matters to which they relate in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Our firm carries out other assignments for Skills Active Aotearoa Limited in the area of other assurance projects. The firm has no other interest in the Skills Active Aotearoa Limited.

Opinion

In our opinion, the financial statements on pages 3 to 16 present fairly, in all material respects, the financial position of Skills Active Aotearoa Limited as at 31 December 2015, and its financial performance, for the year then ended in accordance with generally accepted accounting practice in New Zealand.

Report on other legal and regulatory matters

Per the Financial Reporting Act 1993:

- We have obtained all the information and explanations that we have required;
- In our opinion, proper accounting records have been kept by Skills Active Aotearoa Limited as far as appears from an examination of those records.

Restriction on use of our report

This report is made solely to the Company's shareholders. Our audit work has been undertaken so that we might state to the Company's shareholders those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's shareholders, for our audit work, for this report or for the opinion we have formed.

Grant Thornton New Zealand Audit Partnership
Wellington, New Zealand
6 May 2016

Financial Statements

Statement of Comprehensive Income For the year ended 31 December 2015



Revenue	Note	2015 (\$)	2014 (\$)
Tertiary Education Commission			
Industry Training Fund (ITF)	4	5,536,000	4,791,894
Sector Leadership Fund	4	30,000	30,000
Other TEC funding	4	206,000	172,435
		5,772,000	4,994,329
Industry Contributions			
Workplace fees and registration fees		561,494	549,352
NZQA moderation rebate		178,612	157,400
Other income	5	-	7,882
		740,106	714,633
OutdoorsMark			
	4	258,706	646,941
Total revenue		6,770,812	6,355,903
Less cost of sale	6	943,221	1,184,170
Gross surplus		5,827,591	5,171,733
Expenses			
Employee benefits expense	7	3,544,615	3,245,917
Other operating costs	8	1,422,203	1,213,106
Client servicing and training resources	9	497,161	473,424
Total expenses		5,463,979	4,932,447
Surplus/(Deficit) before financing income		363,612	239,288
Interest income		148,743	134,022
Surplus/(Deficit) for the year		512,355	373,310
Other comprehensive income		-	-
Total Comprehensive Income		512,355	373,310

Statement of Change in Equity For the year ended 31 December 2015



Retained Earnings	Note	2015 (\$)	2014 (\$)
Equity at the beginning of the year		4,266,519	3,893,209
Surplus/(Deficit) for the year		512,355	373,310
Other Comprehensive Income for the year		-	-
Total comprehensive income for the year		512,355	337,310
Equity at the end of the year	10	4,778,874	4,266,519



	Note	2015 (\$)	2014 (\$)
Current Assets			
Cash and cash equivalents			
Short term deposits	11	1,507,060	795,923
Receivables	12	2,898,498	2,801,439
Repayments	13	350,236	496,136
		77,264	119,495
		4,833,058	4,212,992
Non-Current Assets			
Property, plant, and equipment	14	586,353	331,191
Intangible assets	15	51,973	254,691
		638,326	585,882
Total Assests		5,471,384	4,798,874
Current Liabilities			
Trade payables		303,719	247,843
Employee benefits payable		133,344	104,865
Goods & services tax payable		198,840	80,162
Provision for TEC payback	16	-	-
Income in advance		56,607	99,485
		692,510	532,355
Nett Assets		4,778,874	4,266,519
Equity			
Retained earnings	10	4,778,874	4,266,519
Total Equity		4,778,874	4,266,519

For and on behalf of the Board

Sam Napia
Chairman
6 May 2016

Andrew Gunn
Director
6 May 2016



1 Reporting entity

Skills Active Aotearoa Limited is a Company incorporated in New Zealand, registered under the Companies Act 1993. The Company is the Industry Training Organisation for the Sport, Fitness and Recreation industries of New Zealand. The registered office of the Company is 14 Sages Lane, Te Aro, Wellington. The financial statements of the Company are for the year ended 31 December 2015. The financial statements were authorised for issue by the directors on 6 May 2016.

2 Statement of compliance and basis of presentation

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP), applying the Framework for Differential Reporting for entities adopting the New Zealand equivalents to International Financial Reporting Standards (NZ IFRS), and its interpretations as appropriate to public benefit entities that qualify for differential reporting. The Company is a reporting entity for the purposes of the Companies Act 1993 and the Financial Reporting Act 1993.

The Company qualifies for differential reporting as it has no public accountability and it is not defined as large for financial reporting purposes. All available reporting exemptions allowed under the Framework for Differential Reporting have been adopted.

The financial statements are presented in New Zealand Dollars (NZD) which is the Company's functional and presentation currency. The financial statements are prepared on the historical cost basis.

The Directors have approved these financial statements on a going concern basis. The Directors have concluded the going concern basis is appropriate, as Skills Active Aotearoa Limited has obtained funding from the Tertiary

Education Commission (TEC) for the period 2014-2015 with a further funding contract negotiated for 2016.

3 Specific accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

a) Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and sales related taxes. Interest income is recognised in the Statement of Comprehensive Income as it accrues.

Revenue from the TEC is recognised as it is received according to Skills Active's negotiated Investment Plan. Any potential repayment is recognised as a liability in the Balance Sheet.

b) Property, plant and equipment

Property, plant and equipment are recognised at cost, less aggregate depreciation. The following depreciation rates have been used:

- Computer equipment 40% - 60% diminishing value
- Office equipment 22% - 50% diminishing value
- Office furniture 12% - 15% diminishing value
- Motor vehicles 20% diminishing value
- Leasehold improvements 15% - 26% diminishing value

Subsequent costs are added to the carrying amount of an item of property, plant and equipment, when that cost is incurred, if it is probable that the future economic benefits embodied within the item will flow to the Company and the cost of the item can be measured reliably. All other costs are recognised in the Statement of Comprehensive

Income as an expense as incurred. The residual value of assets is reassessed annually.

c) Leases

The Company leases certain office equipment, vehicles and buildings. Operating lease payments, where the lessors effectively retain substantially all of the risks and benefits of ownership of the leased items, are recognised in the determination of the operating surplus in equal instalments over the lease term.

d) Intangible Assets

An intangible asset is recognised only if all of the following conditions are met:

An asset is controlled by the Company as a result of past events;

It is probable that the asset created will generate future economic benefits; and

The cost of the asset can be measured reliably.

Intangible assets are categorised into those with finite lives and those with indefinite lives. Intangible assets with finite lives i.e. software are amortised using the diminishing value method at rates of 40% - 60%. Where an intangible asset can not be recognised, the expenditure is charged to profit or loss in the period in which it is incurred. Currently OutdoorsMark has indefinite life and no amortisation.

The residual value of intangible assets is reassessed annually.

e) Trade and other receivables

Trade and other receivables are stated at cost less impairment losses. A provision for impairment of trade receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.



Subsequent recoveries of amounts previously written off are credited against other income.

f) Employee benefits

The Company's net obligation in respect of annual leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using current pay rates and actual leave accrued. The Company has no obligation in respect to defined contribution pension plans, long service leave, or share-based payment transactions.

g) Income tax

The Company was registered with the Charities Commission in under the Charities Act 2005, and is therefore exempt from tax.

h) Goods and services tax

All items are stated exclusive of GST except for trade receivables and trade creditors that are stated inclusive of GST.

i) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

j) Trade and other payables

These amounts represent liabilities

for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

k) Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

l) Financial Instruments

Financial instruments are recognised in the Balance Sheet when the Company becomes party to a financial contract. They include cash balances, deposits, bank overdraft, receivables, and payables. The business invests funds only with entities with satisfactory credit ratings. Exposure to any one financial institution is restricted in accordance with the business' policy.

All the Company's financial instruments are classified as loans and receivables and are initially recorded at cost and subsequently carried at amortised cost using the effective interest method. Due allowance is made for impairment of non-financial assets.

m) Rounding

All amounts detailed in these financial statements are rounded to the nearest dollar.

n) Comparatives

Presentation of comparatives have been reclassified from that reported in the December 2014 financial

statements where appropriate to ensure consistency with the current year's position and performance. The net asset position and net surplus reported in comparatives is consistent with previously authorised financial statements.

o) Changes in Accounting Policy

The accounting policies adopted are consistent with those of the previous year.

4 Income

Tertiary Education Commission Revenue

Approximately 78% of total income is derived from the contract with the Tertiary Education Commission (TEC). The Company has received a gazetted five-year re-recognition by TEC as the Industry Training Organisation for the Sport, Fitness and Recreation sectors (expiring 26 June 2019).

A contract has been established with the TEC for a two-year period 2014 to 2015. Funding received within this contract is for two fiscal years. A further funding contract for 2016 has been negotiated with the TEC. The terms of the contract to provide services does not guarantee any further contracts with the TEC.



	2015 (\$)	2014 (\$)
Industry Training Fund (ITF)		
TEC contract		
ITF funding	5,120,000	4,480,000
Apprenticeship funding	416,000	301,600
MA co-ordination	-	10,294
Less TEC offset provision	-	-
Net TEC Income	5,536,00	4,791,894
Sector Leadership Fund		
TRoQ	30,000	30,000
	30,000	30,000
Other TEC Funding		
Reboot Initiative	206,000	172,435
	206,000	172,435
OutdoorsMark		
Annual declaration fee	-	2,700
Annual JASANZ fee	1,578	7,050
Audit fees	257,128	408,974
Worksafe	-	100,000
Worksafe operator subsidy	-	128,217
	258,706	646,941
5. Other Income		
Other revenue	-	7,882
	-	7,882
6. Cost of Sales		
Assessment fee	32,998	29,605
Certificate and card printing	22,077	11,656
NZQA credit reporting	265,437	276,462
NZRA fees	17,230	20,640
Professional fees – direct cost	-	2,067
Reboot initiative payments	176,000	186,000
Resource courier costs	32,725	33,684
Resource printing	150,748	137,950
SAMs	25,005	20,784
Workshop costs	6,691	18,229
Other cost of sales	3,587	448
	732,498	737,525



	2015 (\$)	2014 (\$)
OutdoorsMark		
ONZ fees	1,018	7,040
Auditor fees	127,283	166,206
Auditor moderation	2,674	4,173
Auditor training	2,362	22,550
Certificate printing	122	4,014
Disbursements	39,514	59,208
Auditor insurance	5,788	3,155
Specialist advice and consultation	897	8,920
Technical expert fees	31,065	44,658
Worksafe subsidy	-	126,721
	210,723	446,645
Total Cost of Sales	943,221	1,184,170
7. Employee Benefit Expense		
Wages and salaries	3,252,692	2,964,112
Contract staff	41,840	92,308
Employee entitlements	3,294,532	3,056,420
Training	47,192	40,949
Other costs	202,891	148,548
	3,544,615	3,245,917
8. Other Operating Costs		
Depreciation and amortisation	196,196	228,535
Net loss on disposal of assets	118,906	12,006
Impairment of trade receivables	5,756	(5,615)
Rental and operating expenses	831,542	711,884
Auditor fees	21,209	20,499
Directors fees	109,046	115,681
Other	139,548	130,117
	1,422,203	1,213,106
9. Client Servicing and Training Resources		
Client servicing	443,685	420,228
Conferences and events	7,223	2,457
External surveys	1,664	1,039
Partnership agreements	44,589	49,700
	497,161	473,424



10 Equity and Reserves

The Company has a policy of maintaining equity reserves (retained earnings) between a minimum of \$3 million and a maximum of \$6 million based on the current Strategic and Operational Risk Analysis. This policy represents approximately 8 to 17 months of the Company's current total expenses for the year. Equity reserves as at 31 December 2015 stand at approximately 10 months of current total expenses. Equity reserves will be retained to allow for such items as future capital expenditure, economic downturn, failure to meet TEC contract requirements, contingency in the case that the Company ceases operations and the resulting costs and liabilities associated with that event with particular attention to transition trainee agreements to another entity and non-cancellable lease commitments.

At 31 December 2015, share capital comprised 1,000 ordinary shares (2014: 1,000) all of which were uncalled and unpaid at the balance date. The holders of ordinary shares are entitled to one vote per share at meetings of the Company. They have no right to the Company's residual assets. Ordinary shares have no par value.

	2015 (\$)	2014 (\$)
Total Issued and paid Up Capital		
Balance at beginning of year	4,266,519	3,893,209
Net Surplus/(Deficit) after financing income	512,355	373,310
Retained Earnings at end of year	4,778,874	4,266,519
Total Equity	4,778,874	4,266,519

11. Cash and Cash Equivalents

ANZ Bank – short term deposits less than 90 days	1,374,573	675,073
ANZ Bank current account	60,352	72,144
ASB – short term deposits less than 90 days	472	3
Kiwibank current account	500	-
Westpac – short term deposits less than 90 days	70,882	46,123
Westpac current account	281	2,580
	1,507,060	795,923

12. Short Term Deposits

ANZ Bank – short term deposit greater than 90 days	126,007	121,068
ASB – short term deposit greater than 90 days	926,982	892,529
Kiwibank – short term deposit greater than 90 days	1,006,153	963,766
Westpac – short term deposit greater than 90 days	839,356	824,076
	2,898,498	2,801,439

13. Receivables

Accrued Revenue	35,741	132,414
Trade Receivables	314,495	376,459
Allowance of Doubtful Debts	-	(12,737)
	350,236	496,136



	Cost (\$)	Depreciation Charge (\$)	Accumulated Depreciation (\$)	Book Value (\$)
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14. Property, Plant and Equipment

2015

Computer equipment	275,895	26,675	220,031	55,864
Leasehold improvements	31,776	2,133	20,750	11,027
Motor vehicles	297,524	27,964	27,964	269,560
Office equipment	181,117	15,648	136,148	44,969
Office furniture	94,347	5,880	57,635	36,712
Sages Lane development	321,750	29,841	153,528	168,222
	1,202,409	108,143	616,056	586,353

2014

Computer equipment	238,066	29,228	193,358	44,708
Leasehold improvements	30,794	2,490	18,171	12,623
Motor vehicles	-	466	-	-
Office equipment	158,591	16,228	112,593	45,998
Office furniture	81,189	5,766	51,396	29,794
Sages Lane development	321,750	35,141	123,682	198,068
	830,390	89,319	499,200	331,191

15. Intangible Assets

2015

Computer software (purchased)	10,226	1,184	8,253	1,973
Computer software (developed)	664,669	86,870	664,670	-
OutdoorsMark	50,000	-	-	50,000
	724,897	88,053	672,924	51,973

2014

Computer software (purchased)	8,604	1,410	6,885	1,718
Computer software (developed)	664,669	137,805	461,696	202,973
OutdoorsMark	50,000	-	-	50,000
	723,273	139,215	468,581	254,691

16. Provision for TEC Payback

The TEC provision is calculated with the information available at the time of production of Financial Statements and is subject to final confirmation from the TEC. Confirmation was received from TEC by letter dated 20 April 2016 that there would be no recoveries based on the 2015 data.



2015 (\$) 2014 (\$)

17. Operating Lease Commitments

Non-cancellable operating lease rentals are payable as follows:

Less than one year	185,585	206,651
Between one and five years	150,037	314,832
More than five years		
	333,622	521,483

Operating leases undertaken by the Company relate to motor vehicles, office equipment, and property.

18. Related Parties

The Company has related party relationships with its Directors and Chief Executive Officer. The transactions between Directors, the Chief Executive Officer and organisations in which they hold an interest are:

Board Member	Organisation	2015 \$ Paid to the Company	2015 \$ Paid by the Company	2014 \$ Paid to the Company	2014 \$ Paid by the Company
Stephen Gacsal	Exercise Association of NZ (Fitness NZ)		15,000		15,000
Alex Brunt	Outdoors New Zealand				17,345
	New Zealand Recreation Association			2,162	33,746
Grant Davidson	Director Sausage Roll Ltd		990		12,250

Stephen Gacsal is currently the Treasurer and a Board Member of Exercise Association of New Zealand; the Registrar of the NZ Register of Exercise Professionals (REPs); Director of the International Confederation of Registers for Exercise Professionals (ICREPs).

Alexander Brunt is a former member of the New Zealand Recreation Association's Pool Safe Audit scheme (interest removed Dec 2014) and the former Chairperson of Outdoors New Zealand (interest removed Feb 2014).

Grant Davidson is a director of Sausage Roll Limited.



	2015 (\$)	2014 (\$)
Total Compensation of key management personnel including directors	822,565	818,539

19. Industry Contribution

The contract with TEC requires the amount of industry contribution calculated according to TEC guidelines to be disclosed in the notes to the Financial Statements. This can include both monies received the Company and payments by industry to third parties in pursuit of the achievement of the Company's qualifications.

For the year ended 31 December 2015, the amount of industry contribution was \$3,638,673 (2014: \$3,318,092) This is an achievement of 40% (2014: 41%) of total funding and contribution received against a TEC target of 30%.

	2015 (\$)	2014 (\$)
Industry contribution received by Skills Active and recorded in the audited accounts	740,106	710,666
Payments by industry to third parties in pursuit of achieving Skills Active qualifications	2,898,568	2,607,426
	3,638,673	3,318,092

20. Financial Assets and Liabilities

All financial assets are classified as loans or receivables for financial measurement purposes.
These are:

Loans and Receivables at amortised cost

	2015 (\$)	2014 (\$)
Cash and cash equivalents	1,507,060	795,923
Short term deposits	2,898,498	2,801,439
Receivables	350,236	496,136
	4,755,794	4,093,498

Trade payables are the only financial liabilities at amortised cost. There are no financial liabilities at fair value through profit and loss.



21. OutdoorsMark

On 1st May 2014 the Intellectual Property and Trademarks of OutdoorsMark were purchased from Outdoors New Zealand. A separate division has been established to deliver this functionality and the financial result of this operation is included in the overall financial statements as well as being separately identified.

Purchases made (\$)

OutdoorsMark programme	50,000
Plant and equipment	5,692
Total consideration paid	55,692

2015

2014

22. Non Financial Performance Indicators

ITF STMs delivered (after offsets)	1,627.17	1,455.35
Apprentice STMs delivered (after offsets)	83.87	68.18
Percentage of eligible trainees with 10 credits	83.11%	86.84%
Credit completion (achieved versus expected credits)	83.09%	80.17%
Programme completion (nominal weighted)	80.49%	74.19%
Programme completions (total funded qualifications awarded)	3,465	2,737
Trainees (total TEC funded trainees enrolled)	5,750	3,907

Directory

Skills Active Board Members 2014

Des Ratima
Butch Bradley
Andrew Gunn
Sam Napia
Alexander Brunt
Stephen Gacsal
Wendy Sweet

Registered Office

14 Sages Lane
Te Aro
Wellington

Solicitor

Kensington Swan

Bankers

ANZ
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ASB
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Auditor

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