



**SKILLS
ACTIVE**
AOTEAROA

Active Careers through
On-Job Qualifications

Skills Active Strategic Business Plan 2018



The year of innovation





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OUR PURPOSE

To build a highly qualified workforce in the sport, exercise, community recreation, outdoor recreation, dive, snowsport, and performing arts industries, leading to productive and sustainable organisations that provide quality services to New Zealand.

OUR VISION

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

OUR APPROACH

We will be leaders and role models of biculturalism, service excellence and continuous improvement.

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

STRATEGIC THEMES

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

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

STRATEGIC OUTCOMES

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

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
1. Skills Active is seen as the one-stop-shop for planning, developing and supporting careers in our industries						
Industry is provided with tools to plan, develop and support careers in our industries	●	●	●	●	●	●
Opportunities are communicated, driven and implemented to develop on-job career pathways, including ongoing professional development	●	●				●
Roles, skill sets and career opportunities are understood and identified within our industries, including the connections between and to other industries		●	●	●		●
Career pathways are promoted in ways that encourage ongoing participation by Māori and Pasifika	●	●	●		●	●
Our industries are supported to provide high standards of operation and quality delivery	●	●	●	●	●	●
International recognition is promoted for qualifications to improve portability for our workforce.	●	●	●		●	●
2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders						
Skilled Board and Shareholders who are engaged and committed to our vision		●	●		●	●
Skilled management team with the attributes to deliver on expectations		●	●	●	●	
Skilled staff who are highly motivated, committed to our vision and valued		●	●	●	●	
Organisation has the necessary tools and resources to meet its outcomes	●			●	●	●
Financially strong and viable, including being open to diversified revenue streams where these add value to our industries	●	●		●	●	
Consolidation of our business within current scope and opportunities explored to extend into areas where there is synergy	●				●	
Robust industry partnerships are in place where there is mutual recognition of roles	●	●	●		●	●
Success stories, opportunities for engagement, key achievements and current initiatives are communicated to our industries, our partners and other stakeholders			●	●	●	●
Strong and effective relationships are maintained with key government partners		●	●		●	

	Innovating	Leading	Uniting	Producing	Strengthening	Simplifying
3. Skills Active leads and innovates workforce development in our industries						
Workforce development tools are developed and implemented that provide innovative solutions and approaches	●	●		●	●	●
Research is conducted that predicts future trends and allows us to provide solutions for workforce development in a timely manner	●	●		●	●	
We remove barriers to workforce development so that our clients can innovate and meet their own business needs: <ul style="list-style-type: none"> · Customised programmes are available to those workplaces that have strong training cultures and delivery mechanisms · Options are available to smaller workplaces that have limited resources to deliver training, including full service models 	●	●	●			●
Culturally appropriate solutions are offered for Māori and Pasifika workplaces and trainees	●	●	●	●	●	●
The Government's workforce development priorities are met in ways that are industry-sensitive: <ul style="list-style-type: none"> · TEC contract in terms of STMs and EPIs · Progression towards higher level qualifications L4+ · Business model is robust · Tertiary Education Strategy priorities in terms of youth participation, Māori and Pasifika participation and achievement, worker literacy and numeracy. 		●	●	●	●	
4. Skills Active workforce solutions are developed that are led and endorsed by industry						
Industry qualifications, programmes, standards and resources are developed that are seen as relevant and credible to our industries	●	●	●	●	●	●
We support the development of qualifications that embrace the needs and cultural values of Māori and Pasifika	●	●	●	●	●	●
Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders	●	●	●	●	●	●
Service delivery and application is client-focused	●	●	●	●	●	●
Wherever possible, we partner with industry to avoid duplication and increase simplicity	●	●	●		●	●

CHIEF EXECUTIVE

Purpose

- Achieve the Board's strategic direction and outcomes

STRATEGIC OUTCOME 1

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Promote a brand strategy that positions Skills Active as a vital cog in improving the wellbeing of New Zealanders	a) Develop a brand strategy with expert input	March
	b) Articulate key narratives that are aligned to our various stakeholders	April
	c) Refresh our material to align with the brand strategy	June
2) Strengthen alignment of post-TRoQ qualifications through strong partnerships with key industry associations	a) A simplified qualification framework exists in New Zealand, with the NZQF qualifications being the common base. Alignment agreements in place with key industry partners	December
3) Strengthen industry value of post-TRoQ qualifications through improving international portability of qualified graduates by way of inter-country agreements	a) Monitor work done by NZQA to increase the number of countries with formal referencing frameworks, and promote outcomes	July
	b) NZQA equivalency agreements published and their value promoted	July
	c) Peak bodies consulted to investigate portability options in exercise, outdoors and aquatics, and document needs	December
4) Build acceptance and use of professional registers to recognise currently competent qualification holders in our industries	a) Industry Advisory Groups are formed to act as governance groups for their component of the industry registers, and to advocate for their use	April
	b) Focus group of users formed, to advise on developments required and how to promote	May
	c) Number of active users of ActiveCV increases by 10%	December

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Develop and implement an IT strategy that continues to show we are innovative and place the customer first in providing tools to enhance engagement with us	a) IT strategy and budget developed for 2018-2020	February
	b) IT projects managed according to timeframes	December
	c) Clients surveyed on use of tools and >80% satisfaction shown with enhancements	December
2) Formalise key industry partnerships to enhance joint recognition of roles and mutual support of outcomes	a) Partnership agreements signed or reviewed successfully with all key organisations	December
	b) Feedback from partner organisations shows high level of satisfaction with the relationship (>80% in CSS)	August
3) Maintain or enhance effective relationships with key Government departments	a) Successful negotiation of Investment Plan with TEC for 2019/20 years	October
	b) Regular attendance and contribution at government/ITO working groups to build understanding of issues and Skills Active's involvement	December
	c) Participate in ITF, and any joint initiatives that arise from this that are advantageous to Skills Active	December
	d) Continue advocacy strategy with other service ITOs, to enhance image and status of our workforce and its needs with government	December
4) Manage the transition of QualWorx to a stand-alone company that is financially viable	a) Complete transition plan to enable financial independence	January
	b) Investigate opportunities for new work streams based on our quality offerings	December

STRATEGIC OUTCOME 3

Skills Active leads and innovates workforce development in our industries

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Conduct and disseminate research that enhances understanding of our industry sectors and the value of our qualifications and standards	a) Workforce Scan document updated, with industry and external economic input	October
	b) Presentations given at major industry conferences about outcomes and implications of the research	December
	c) Industry consulted on any knowledge gaps in terms of workforce development, and results prioritised for future budget allocations	October
	d) Return on expectation (ROE) studies carried out that promote value of our products in driving a vital industry to NZ	August
2) Promote qualifications and career pathways to Māori and Pasifika groups that are at foundation level, encourage active and healthy lifestyles and encourage re-engagement with the education system	a) Identify suitable foundation level qualifications	February
	b) Promote to Iwi and Pasifika groups	April
	c) Develop pilot projects	May
	d) Evaluate	November
	e) Develop a promotion strategy for our graduates, including highlighting 'heroes' and mentors	November
3) Carry out an advocacy campaign (in collaboration with like-minded 'WELL' ITOs, if appropriate) to raise awareness of the benefits of careers in our industries – contributing to a vital industry that creates healthy and vibrant individuals and communities	a) Advocacy strategy and implementation plan developed, including established measures of success – focus on narratives that convey the effect on outcomes (health, wellbeing, aging well, etc)	February
	b) Plan carried out and impact measured, with recommendations for future directions	October

STRATEGIC OUTCOME 4

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Deliver priority programmes to industry in a staged manner	a) A prioritised schedule of programme development and roll-out established based on industry need	February
	b) Schedule promoted to industry	March
	c) Schedule adhered to	December
	d) Industry feedback on the new programmes is positive	December
2) Innovate assessment models to more easily recognise authentic assessment evidence occurring in the workplace	a) Investigate new models of assessment that are more user friendly, suited to workplace evidence collection and get away from workbook models	May
	b) Trial with most appropriate qualifications/workplaces	July
	c) Assess impact and roll out to wider user groups	August
3) Develop models of engagement that work across different scales of workplace and different cultural contexts. This includes developing culturally appropriate mentoring assistance	a) Full Service Assessment Model approach developed and implemented for programmes where appropriate	December
	b) Mentoring model developed and ready to be piloted (including in cultural contexts)	February
	c) Evaluation report produced to act as focus for future direction/decisions	October

SENIOR MANAGEMENT TEAM

Our purpose

- Work cooperatively and effectively as a Senior Management Team
- Ensure Skills Active staff are skilled for their roles, motivated to carry out those roles and recognised for their achievements
- Have continuous improvement systems in place to drive increased performance and quality

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Promote a strong staff culture where Skills Active staff exhibit teamwork and cooperation in line with the organisational values of Tika, Pono and Aroha	a) Wellness team identifies goals for the year to improve operational culture, gains agreement from staff, establishes a work plan and achieves this	December
	b) 2018 BWP survey result reflects a sustained result in line with the 2017 result	August
2) Actively promote a health and safety culture so that we offer our staff and clients safe and high-quality experiences	a) H&S objectives set for the year to drive safe outcomes	February
	b) Staff understand and follow SOPs in their roles	December
	c) H&S objectives reviewed and a report produced that informs the creation of new objectives	December
	d) No notifiable incidents to our staff through Skills Active work	December
3) Ensure Skills Active staff have the skills for their jobs, information to understand their own and others' contributions, and feel valued. This includes being able to work effectively with Māori and Pasifika workplaces and trainees	a) Each staff member has a personalised training and development programme established and implemented within organisational guidelines	April
	b) Programme of all staff events for the year set up and publicised	March
	c) Each staff member has individualised KPIs set by March, and receives regular updates on performance, including two formal reviews	December
	d) Staff have ready access to key business information (strategic and business plan, organisational and department targets, progress dashboard and regular updates)	Annually
	e) Staff who are achievers are recognised and rewarded for their efforts	Quarterly
	f) Salaries are adjusted in line with Board policies	February
	g) Successes are celebrated	Annually

ACTION	MEASURE OF SUCCESS	TIMEFRAME
4) Promote a culture of continual improvement (CI) so that Skills Active is a true 'learning organisation'	a) Maintain a CI team that has the mandate to drive improvements, maintenance and new initiatives	Annually
	b) Staff use CI processes to input ideas, suggestions and areas for improvement	December
	c) Feedback processes (internal and external) in place that make it easy to log issues and improvements, and contributors understand the outcome of their feedback	March
	d) All departments are effectively using visual display boards to show progress and current work	December
	e) Action plan developed from 2017 EER and report on progress in identified areas of concern	February
5) Achieve Skills Active's established budget and business plan targets	a) Skills Active achieves/exceeds agreed investment plan targets with TEC	December
	b) Each Skills Active department achieves its budgeted income forecasts and expenditure limits	December
	c) Each Skills Active department achieves its business plan targets	December
	d) Non-TEC revenue targets are achieved	December

BUSINESS SUPPORT

Our purpose

- Ensure that all facets of the business have the tools, support and information required to enable them to deliver their designated outcomes

STRATEGIC OUTCOME 1

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Build acceptance and use of professional registers to recognise currently competent qualification holders in our industries	a) Develop Active CV and NZRRP to meet identified needs from focus group/industry feedback in accordance with the ICT Roadmap milestones	December
	b) Number of active users of ActiveCV increases by 10%	December

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
6) Develop and implement an IT strategy that continues to show we are innovative and place the customer first in providing tools to enhance engagement with us	a) IT strategy and budget developed for 2018-2020 that includes single sign-on, electronic training agreements and career mapping	February
	b) Year one of IT strategy managed according to timeframes and budget	December
	c) Year two development identified, scoped and budgeted for commencement 2019	October
	d) Further develop Skills Active communities to ensure they remain relevant and fit-for-purpose, and that users have access to all information relevant to their role	December
	e) Clients surveyed on use of tools and >80% satisfaction shown with enhancements	

ACTION	MEASURE OF SUCCESS	TIMEFRAME
7) Ensure health and safety systems comply with legislation, Board policy and internal requirements	a) Annual Health & Safety Plan presented to SMT and Board	February
	b) All yearly objectives achieved	December
	c) No notifiable incidents to our staff through Skills Active work	December
	d) Staff training undertaken to ensure all staff know H&S policies and standard operating procedures (SOPs)	December
8) Ensure Human Resource policies, procedures and processes are complied with and reviewed regularly to maintain currency	a) Remuneration reviewed in accordance with Board policy and recommendations documented to Chief Executive	July
	b) Policies and processes reviewed according to schedule, to ensure they are fit-for-purpose	December
9) Operate finance systems in accordance with financial best practice, and to comply with legislation, Board policy and TEC requirements	a) 2017 audit completed in accordance with scheduled milestones, and audit letter identifies no issues	April
	b) Financial reports (with end-of-year forecasts from July) presented to the Board at the February, May, August and December meetings with no significant errors/omissions	December
	c) Monthly financial reports prepared and available for management team by tenth working day of the month following. All managers can access and use their individual reports	December
	d) Complete TEC financial monitoring requirements in accordance with TEC's published schedule	December
	e) Equity and cash reserves are maintained at levels set by the Board	December
10) Ensure Skills Active staff have the tools, equipment and environment required to carry out their scheduled duties	a) Hardware and software upgraded in line with yearly replacement schedule	December
	b) Adequate number of cars in place, managed efficiently. Staff feedback indicates 90% satisfaction	December
	c) All offices are fit-for-purpose and managed effectively and efficiently. Staff feedback indicates 90% satisfaction	December
	d) Emergency Management plan is regularly tested for suitability	December
11) Ensure Skills Active data is accurate and reliable, with staff trained, using systems and reporting functionality	a) Trainee data accurate to within 1% of that held within the TEC ITR	December
	b) 2018 end-of-year data finalised in accordance with TEC published schedule	March
	c) All staff in the organisation aware of and trained in the use of systems relevant to their role. Staff feedback indicates 90% satisfaction	December
	d) Further LSA and DC tasks identified and 'How to' resources developed and published	September

TRAINEE SUPPORT

Our purpose

- Engage with workplaces and relevant stakeholders to determine training needs within our gazetted coverage
- Manage and progress trainees through Skills Active qualifications

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Service clients (workplaces and trainees) to ensure TEC targets are exceeded	a) Achieve agreed STM funding levels with TEC: <ol style="list-style-type: none"> 1700 Industry Training Fund STMs 100 NZ Apprentice STMs b) Achieve agreed Educational Performance Indicators with TEC with a more balanced and consistent level through the year: <ol style="list-style-type: none"> 80% active trainees 75% programme completion rate (including 75% specifically for Māori, Pasifika, under 25 and Level 4 +) 75% credit completion rate (including 75% specifically for Māori, Pasifika, under 25 and Level 4 +) c) Achieve agreed Apprenticeship achievement and retention targets with TEC: a. 60% Apprenticeship completion rate b. 60% Apprenticeship retention rate d) Ensure appropriate workplace engagement with Skills Active to support achieving TEC targets: <ol style="list-style-type: none"> Maintain retention rate of workplaces continuing to engage WRAs signed by 95% of active workplaces 	December
2) Meet priorities for Māori and Pasifika participation and achievement	a) Māori/Pasifika achieving at least the same as or higher than non-Māori/Pasifika for credit and programme completion rates (80%+) b) 12% and 4% Māori/Pasifika trainee participation respectively	December
3) Service regions to a high level, by ensuring workloads are balanced, and appropriate call cycles are in place	a) Equitable workloads managed across Trainee Support to appropriately allocate workplaces and trainees b) Positive LSA feedback confirms equitable and manageable workloads	March December
4) Continue to build capacity and increase market share within targeted Tāmaki Makaurau region and north	a) Increase in active workplace participation within the Auckland region of 20% b) Increase in trainee and NZ Apprenticeship participation within the Auckland region of 10%	December December

STRATEGIC OUTCOME 3

Skills Active leads and innovates workforce development in our industries

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Service the industry so that Skills Active is seen as the expert in the delivery of qualifications in the workplace	a) Support the roll-out of post-TRoQ qualifications and programmes b) Workplace management and coordinators respond positively to workplace training cultures c) Re-alignment of workplace and trainee programme expectations d) Tools to support SMEs developed and supported e) Results of customer satisfaction survey maintained at 80%+	December December December June December

STRATEGIC OUTCOME 4

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Develop models of engagement that work across different scales of workplace and different cultural contexts. This includes developing culturally appropriate mentoring assistance	a) Mentoring model developed and ready to be piloted (including in cultural contexts) b) Evaluation report produced to act as focus for future direction/decisions	February October

KAIHAUTU - MĀORI STRATEGY

Our purpose

- Cultural advocacy across all of our sectors (internally and externally)
- Work with internal teams to drive performance for Māori trainees and workplaces

STRATEGIC OUTCOME 1

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Career pathways are promoted in ways that encourage ongoing participation by Māori	a) Develop career pathway maps to reflect Kaupapa Māori pathways	June
	b) Promote awareness of career pathways for Māori through partnerships and appropriate communications	March
2) Highlight opportunities for Māori in our industries	a) Develop case studies of successful Māori role models in our industries	June
	b) Develop case studies of Māori graduates of Skills Active qualifications to showcase where they are now	June
	c) Showcase success of Māori employed in our industries to promote career opportunities available	September

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Meet priorities for Māori participation and achievement	a) Ensure Māori achieve at least the same or higher than non-Māori for credit and programme completion rates (75%+)	December
	b) 12% Māori trainee participation	December
2) Staff have the skills and knowledge to engage effectively with Māori	a) Train Skills Active staff so they can engage appropriately with Māori (including induction, National Certificate in Māori Management and support/mentoring from the Kaihau and Sport IDA)	December
	b) Māori Induction programme module developed with the assistance of the ITO Te Rautaki Whakarōpū network and implemented with staff	June

STRATEGIC OUTCOME 3

Skills Active leads and innovates workforce development in our industries

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Promote qualifications and career pathways to Māori groups that are at foundation level, encourage active and healthy lifestyles and encourage re-engagement with the education system	a) Identify suitable foundation level qualifications	February
	b) Promote to Iwi, hapū and whānau	April
	c) Develop pilot projects	May
	d) Evaluate	November
	e) Develop a promotion strategy for our graduates including highlighting 'heroes' and mentors	November

STRATEGIC OUTCOME 4

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Develop models of engagement that work across different scales of workplace and different cultural contexts. This includes developing culturally appropriate mentoring assistance	a) Mentoring model developed and ready to be piloted (including in cultural contexts)	February
	b) Evaluation report produced to act as focus for future direction/decisions	October

KAIHAUTU - PASIFIKA STRATEGY

Our purpose

- Cultural advocacy across all of our sectors (internally and externally)
- Work with internal teams to drive performance for Pasifika trainees and workplaces

STRATEGIC OUTCOME 1

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Career pathways are promoted in ways that encourage ongoing participation by Pasifika	a) Develop career pathway maps to reflect Pasifika pathways	June
	b) Promote awareness of career pathways for Pasifika through partnerships and appropriate communications	March
2) Highlight opportunities for Pasifika in our industries	a) Develop case studies of successful Pasifika role models in our industries	June
	b) Develop case studies of Pasifika graduates of Skills Active qualifications to showcase where they are now	June
	c) Showcase success of Pasifika employed in our industries to promote career opportunities available	September

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Meet priorities for Pasifika participation and achievement	a) Ensure Pasifika achieve at least the same or higher than non-Pasifika for credit and programme completion rates (75%+)	December
	b) 4% Pasifika trainee participation	December
2) Staff have the skills and knowledge to engage effectively with Pasifika	a) Train Skills Active staff so they can engage appropriately with Pasifika (including induction, support/mentoring from the Kaihautu and Sport IDA)	December
	b) Pasifika Induction programme module developed with the assistance of the ITO Pasifika network and implemented with staff	June

STRATEGIC OUTCOME 3

Skills Active leads and innovates workforce development in our industries

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Promote qualifications and career pathways to Pasifika groups that are at foundation level, encourage active and healthy lifestyles and encourage re-engagement with the education system	a) Identify suitable foundation level qualifications	February
	b) Promote to Pasifika/Aiga groups	April
	c) Develop pilot projects	May
	d) Evaluate	November
	e) Develop a promotion strategy for our graduates including highlighting 'heroes' and mentors	November

STRATEGIC OUTCOME 4

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
2) Develop models of engagement which work across different scales of workplace and Pasifika cultural contexts. This includes developing Pasifika appropriate mentoring assistance	a) Mentoring model developed and ready to be piloted (including in cultural contexts)	February
	b) Evaluation report produced to act as focus for future direction/decisions	October

LEARNING SOLUTIONS

Our purpose

- Work with industry to set and quality-assure assessment of standards and qualifications
- Develop learning solutions to make standards, qualifications and programmes accessible and achievable in the workplace and with key stakeholders

STRATEGIC OUTCOME 4

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Ensure industry input into the design, development and quality assurance of programmes	a) Put in place appropriate industry input mechanisms for programme design, development and quality assurance	December
2) Develop, list and maintain qualifications to respond to industry needs	b) Needs analysis for new identified qualifications developed and, if viable, new qualifications scoped, developed and listed	December
	c) Existing qualifications maintained to meet industry needs and NZQA review requirements	December
	d) Qualification specification/requirements documents developed and published for all New Zealand qualifications to ensure industry conditions and requirements are available to industry and programme developers	June
3) Develop, list and maintain unit standards to respond to programme development requirements/priorities	a) Unit standards review/maintenance plan developed and implemented to align with programme development priorities and timeframes	February
	b) Determine and develop/review appropriate standards for use in schools (level 1 and 2) and prioritise development	February
	c) Unit standards meet NZQA listing requirements with no formal resubmission required	December
4) Deliver priority programmes to industry in a staged manner	a) Prioritised schedule of programme development and roll-out established based on industry needs and communicated to industry	February
	b) Programme Industry Training applications approved by NZQA with no formal resubmissions required	December
	c) ADDIE process followed and documented, including evaluation mechanisms for each programme	December
	d) Youth Award programmes developed for priority programmes that align to identified and developed unit standards for school use	December

ACTION	MEASURE OF SUCCESS	TIMEFRAME
5) Develop and maintain resources (learning and assessment resources and tools; benchmarking) to meet programme requirements, client needs and currency requirements	a) Resources developed in line with programme plan timeframes	As per plan
	b) Consideration of 'Learning Fit' principles incorporated as required	December
	c) Resources meet Skills Active principles of good practice learning and assessment design	December
	d) 80% of resources reflect current unit standard versions	December
	e) Customised resources developed as per agreed client proposals, and/or Skills Active business case requirements (as per project plans)	As per client
	f) Benchmarking carried out as per agreed client proposals and in line with quality processes	As per client
	g) Feedback from trainees, assessors and workplaces reflects 80%+ satisfaction	December
6) Develop and implement solutions (including models of engagement that work across different scales of workplace and different cultural contexts) to ensure appropriate delivery and assessment of programmes, including apprenticeship programmes	a) E-learning platform developed and utilised to provide online learning and assessment opportunities in line with identified requirements	April
	b) Partnerships developed with providers to provide learning and assessment where appropriate for the programme	December
	c) Kaupapa Māori learning solutions developed for agreed relevant qualifications (e.g. Taonga Taakaro, Whānau Ora, Manaaki Marae, Tikanga) in line with the programme plan	December
	d) Workplace facilitation material developed and piloted for two programmes	June
7) Innovate assessment models to more easily recognise authentic assessment evidence occurring in the workplace	a) Investigate new models of assessment that are more user friendly, suited to workplace evidence collection and get away from workbook models	May
	b) Trial with most appropriate qualifications/workplaces	July
	c) Full Service Assessment Model approach developed and implemented for programmes where appropriate	December
	d) RPL assessment tool developed to support new programmes	December
8) Support an assessor model and quality assessors that meet Skills Active and industry needs	a) Internal Moderation and Assessor Support Plan developed to meet compliance	February
	b) 85% of assessors meet compliance requirements	December
	c) Assessor training and registration model and processes reviewed to align with new adult education standards/ qualifications and to meet industry requirements	June
	d) Skills Active meets NZQA moderation requirements with 80% As and no Xs, and 80% assessor judgements	December
	e) Consistency reports all 'Agreed'	December

ACTION	MEASURE OF SUCCESS	TIMEFRAME
9) Support quality delivery and assessment of Skills Active qualifications, units and programmes through providers and schools	a) External Moderation and Provider/School Support Plan developed and implemented with appropriate sampling across providers and standards	February
	b) Programme approval process in place and reviewed for success	June
	c) External moderation model and processes reviewed to ensure appropriate sampling and to align to the review of CMRs	February
	d) 85% of providers and schools meet compliance requirements, including appropriate use of pre-moderated resources	December



INDUSTRY ENGAGEMENT

Our purpose

The industry engagement team brings the voice of our industries into Skills Active and takes the voice of Skills Active out to our industries. We do this by:

- Supporting qualification and programme development
- Supporting key clients and industry partnerships
- Developing business opportunities and undertaking research and analysis
- Leading marketing and communication activities

ACTION	MEASURE OF SUCCESS	TIMEFRAME
5) Strengthen industry value of post-TRoQ qualifications through improving international portability of qualified graduates by way of inter-country agreements	a) Monitor work done by NZQA to increase the number of countries with formal referencing frameworks, and promote outcomes	July
	b) NZQA equivalency agreements published and their value promoted	July
	c) Peak bodies consulted to investigate portability options in exercise, outdoors and aquatics, and documented needs	December

STRATEGIC OUTCOME 1

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Promote a brand strategy that positions Skills Active as a vital cog in improving the wellbeing of New Zealanders	a) Implement the activities outlined in Telling our Story – A two-year strategy, and ensure milestones are met	April
	b) Performing Arts engagement strategy developed and implemented	March
	c) Stakeholder engagement plans completed for all industries	February
	d) Stakeholder engagement plan developed for strategic and governance relationships	April
2) Develop and promote tools for industry to plan, develop and support careers and career pathways, including Māori and Pasifika	a) Digital career pathways advertised to schools and industry organisations	February
	b) Phase 2 of the digital career pathways project has commenced	September
	c) Skills Active Workforce Scan survey responses increase by 15%	September
	d) Skills Active Workforce Scan re-designed and published	November
3) Promote New Zealand Apprenticeship programmes to improve the information about available career opportunities	a) Annual Apprentice of the Year awarded and supported through industry partners	November
4) Strengthen alignment of post-TRoQ qualifications through strong partnerships with key industry associations	a) A simplified qualification framework exists in New Zealand, with the NZQF qualifications being the common base. Alignment agreements in place with key industry partners	December

STRATEGIC OUTCOME 2

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Formalise key industry partnerships to enhance joint recognition of roles and mutual support of outcomes	a) Partnership agreements signed or reviewed successfully with all key organisations	December
	b) Feedback from partner organisations shows high level of satisfaction with the relationship (>80% in CSS)	August
2) Contribute to the engagement and servicing of clients (workplaces and trainees) to ensure TEC targets are exceeded	a) Lead client and industry projects to support the achievement of 1,700 ITF STMs, 100 NZA STMs and 75% credit and programme completion rates	December
	b) Support the Trainee Support team to engage with industry and clients to achieve targets	December
	c) Support the Learning Solutions team in the development and implementation of programmes, including client-specific solutions	December
	d) Support the Kaihauutu in the achievement of Māori and Pasifika participation and completion targets	December
3) Provide Skills Active staff with appropriate advice/guidance to enable them to service industry needs and meet STM targets	a) Industry targets met: 1. Exercise: 315 STMs 2. Community Recreation: 670 STMs 3. Sport: 100 STMs 4. Snowsport: 450 STMs 5. Outdoor Recreation: 350 STMs 6. Performing Arts: 25 STMs 7. Wellbeing: 20 STMs	December
4) Develop valued communications to effectively communicate messages to industry	a) New Skills Active website launched	February
	b) Phase 2 of the Skills Active website completed	December
	c) Re-design of ActiveCV and NZRRP website completed	December

ACTION	MEASURE OF SUCCESS	TIMEFRAME
5) Support Māori and Pasifika learners and workplaces to achieve qualifications and ensure the vocational training system is relevant and accessible	a) Contribute to Māori and Pasifika participation and achievement targets	October
	b) Māori and Pasifika advisory groups are actively feeding into programme development and workforce initiatives	December
6) Support graduation ceremonies to celebrate the achievement of NZQF graduates	a) Skills Active trainees are recognised through the Mayors' Taskforce for Jobs graduation ceremonies, and attendance increases by 10%	November
	b) Skills Active industry awards are visible on website. Nominations increase by 10% across all awards.	December

STRATEGIC OUTCOME 3

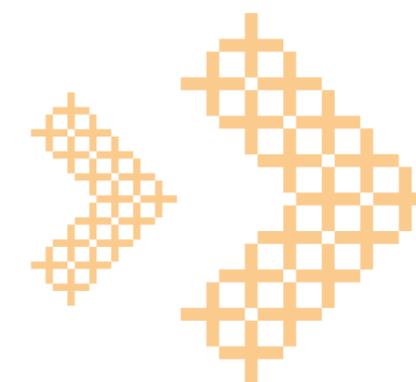
Skills Active leads and innovates workforce development in our industries

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Conduct and disseminate research that enhances understanding of our industry sectors and the value of our qualifications and standards	a) Workforce Scan document updated, with industry and external economic input	October
	b) Presentations given at major industry conferences about outcomes and implications of the research	December
	c) Industry consulted on any knowledge gaps in terms of workforce development, and results prioritised for future budget allocations	October
	d) Return on expectation (ROE) studies carried out that promote value of our products in driving a vital industry to New Zealand	August
2) Establish and convene Industry Advisory Groups to feed into workforce development initiatives, including programme development and supporting careers in our industries	a) Māori and Pasifika IAG expressions of interest undertaken	March
	b) Establish and convene Industry Advisory Groups as per IAG schedule/plan	December
	c) IAG initiatives progressed as per workforce plans	December
3) Carry out an advocacy campaign (in collaboration with like-minded 'WELL' ITOs, if appropriate) to raise awareness of the benefits of careers in our industries – contributing to a vital industry that creates healthy and vibrant individuals and communities	a) Advocacy strategy and implementation plan developed, including established measures of success – focus on narratives that convey the effect on outcomes (health, wellbeing, aging well, etc)	February
	b) Plan carried out and impact measured, with recommendations for future directions	October
4) Promote workforce development practices through pan-industry workforce planning tools	a) Four workforce planning workshops facilitated internally or externally	December
	b) 80% of workplaces using the tool find it useful	December
	c) Research tools to help workplaces support and monitor qualification and other workforce learning and development	December

STRATEGIC OUTCOME 4

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

ACTION	MEASURE OF SUCCESS	TIMEFRAME
1) Support the completion of TRoQ across industries, resulting in a new suite of qualifications listed on the NZQF, and the development of programmes that meet industry need	a) Industry Development Advisors lead the analysis stage of all prioritised qualification and programme development projects, to ensure appropriate delivery and assessment model is developed and implemented	December
	b) Industry Advisory Groups endorse new programmes	December
	c) Implementation plans are in place for all programmes including evaluation mechanisms, and milestones are met	December
	d) Marketing plans are in place for all programme launches and ongoing programme management	December
2) Promote the recognition of qualifications as a benchmark for competency, to assist industries to be responsive to the need for a skilled and safe workforce	a) Presentations given at all appropriate industry conferences	December
	b) Shared messages identified with and actively promoted by partners	December
	c) Shared messages include information on NZRRP	December
3) Provide appropriate advice/guidance to Skills Active staff to enable them to service industry needs	a) Regular information-sharing opportunities facilitated within organisation	Monthly
	b) 80% of staff report that approaches to communication and information sharing are useful	December



Our purpose

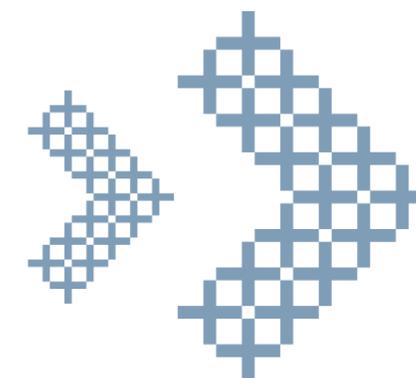
- Promote and support the delivery of high safety standards of operation across operators certified by QualWorx

STRATEGIC OUTCOME 2

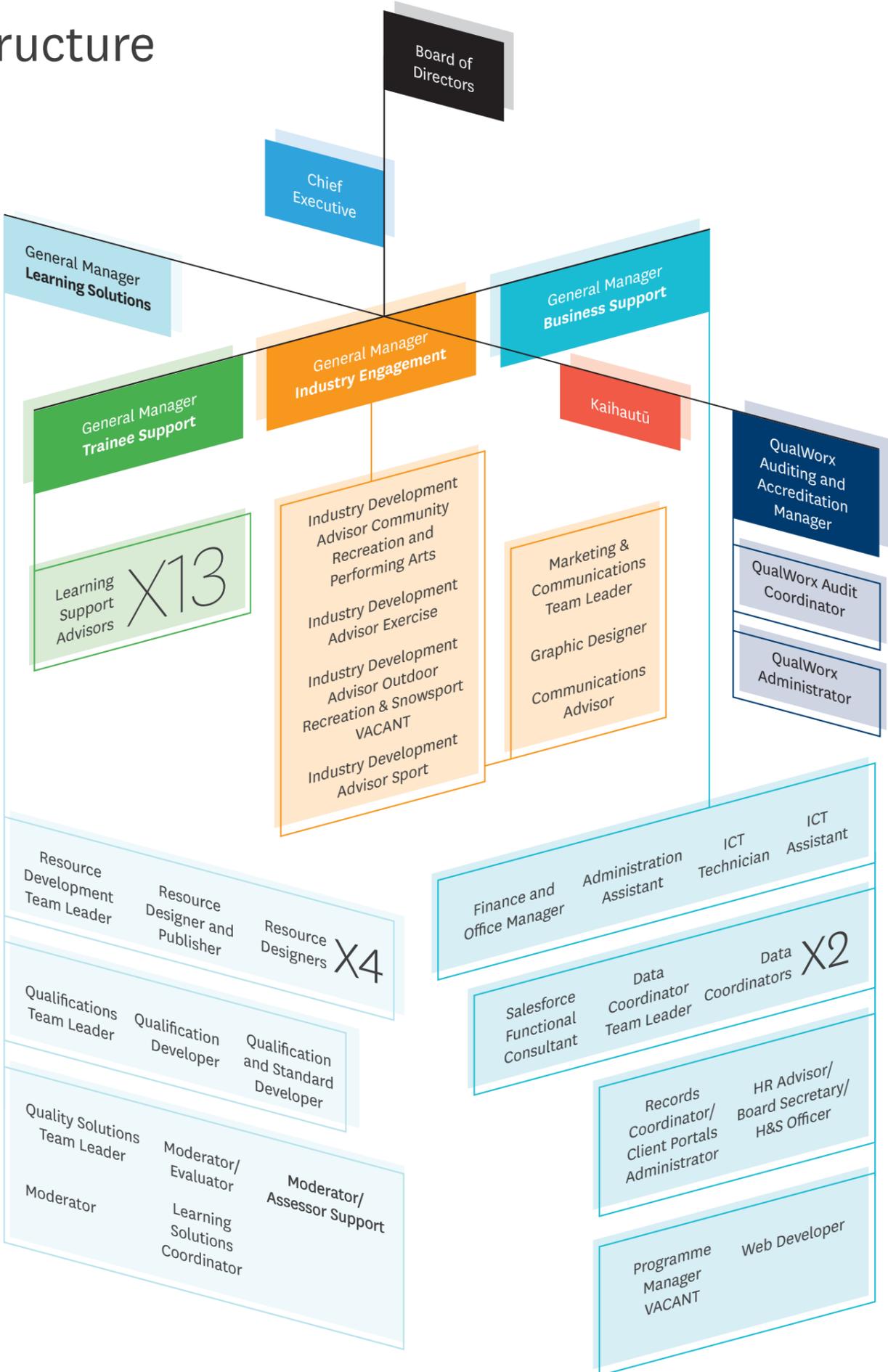
Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders

ACTION	MEASURE OF SUCCESS	TIMEFRAME
Provide economically sustainable delivery of certification services	a) QualWorx has sufficient audits completed to provide the income required to meet its financial obligations and return a profit. This will include: <ul style="list-style-type: none"> Retention of AA clients >90% Growth of non-AA clients >30% b) QualWorx staff conduct sufficient audits to produce \$30k	December
Administration is effective in supporting audit products	a) Development plan for SUGAR reviewed and Xero integration completed	June
	b) Internal processes are streamlined	July
	c) Internal audit requirements met	January
	d) Public registers (NZRRP, JAS-ANZ, DOC, and WorkSafe) updated with current and useful information about the operators certified	May
	e) Professional development of the administration team contributes to effective audit products	April
Audit products are consistent, effective and efficient	a) Quality assurance processes ensure audit outcomes are timely and correct	December
	b) Client satisfaction survey completed with 80% satisfaction. Survey used to identify areas for service delivery improvements	February
	c) All compliance requirements met for JAS-ANZ, DOC, WorkSafe, etc	August
	d) All non-AA audits meet internal audit requirements	January

ACTION	MEASURE OF SUCCESS	TIMEFRAME
Auditors and technical experts have the tools and training to produce consistent outcomes at the correct standard	a) Appropriate numbers of auditors are contracted to meet audit demand b) At least two training/moderation sessions completed c) All auditors are peer-reviewed annually and the independent reviews show consistency and understanding of the standard d) There are sufficient audits to ensure that the auditors contracted remain current in their practice	December
New audit products are developed to meet the needs of stakeholders and grow the QualWorx business	a) New opportunities for growing the QualWorx business are researched	June
	b) Two new audit products are developed and implemented	November
	c) Relationship developed with NZRA to work with rafting as it comes under the AA regulations	March
QualWorx International is developed	a) Oman project is resourced and carried out to the project plan	October
	b) One new opportunity for international work is scoped and implemented	August
	c) QualWorx International is the vehicle to promote qualifications and certifications internationally for Skills Active	July
QualWorx messages are clear and consistent, with relevant communication channels developed	a) QualWorx brand implemented and promoted.	January
	b) A marketing strategy is developed that combines general QualWorx communication and specific promotion of all products including: <ul style="list-style-type: none"> Client newsletter sent out quarterly Client visits/roadshow implemented 	February December December
Safely is implemented and grown as a supporting product for QualWorx	a) Training with at least two staff is completed; staff feel confident in answering client queries	January
	b) Safely is promoted with existing and potential clients	February
	c) 50 clients using Safely	July



Skills Active Structure



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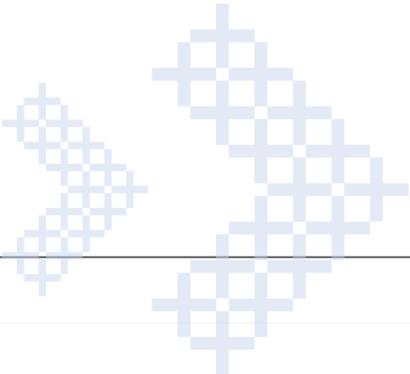
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As at February 2018. Subject to change.

Notes:



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Active Careers through
On-Job Qualifications

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