



**SKILLS
ACTIVE**TM
AOTEAROA

Active Careers through
On-Job Qualifications

Skills Active Strategic Business Plan 2017



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Our Purpose

To build a highly qualified workforce in the sport, exercise, community recreation, outdoor recreation, diving and snowsport 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
- Leading
- Uniting
- Producing
- Strengthening
- 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 TES 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 and Senior Management Team

Our Purpose

- Achieve the Board's Strategic Direction and Outcomes
- 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 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) Work with industry associations and peak bodies to align qualifications and awards to Post-TROQ suite of qualifications (NZOIA, NZRA, SwimNZ, AustSwim, etc.)	a) A simplified qualification framework exists in NZ, with the NZQF qualifications being the common base qualification. Alignment agreements in place with NZOIA, NZRA, SwimNZ, AustSwim	December
2) Increase international portability of qualified graduates through inter-country agreements. Monitor work done by NZQA to increase the number of countries with formal referencing frameworks, and promote outcomes	a) Peak bodies consulted to investigate portability options in exercise, outdoors and aquatics, and document needs b) NZQA equivalency agreements published and their value promoted	July March & December
3) 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 b) Focus group of users formed, to advise on developments required and how to promote c) Number of active users of ActiveCV increases by 10%	April May 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) Promote a culture whereby Skills Active management and staff are operating in a culture of cooperation, and in line with the organisational values of Tika, Pono and Aroha	a) Wellness Committee identifies goals for the year to improve operational culture, gains agreement from staff, establishes a work plan and achieves this b) >80% staff report a strong level of communication and info sharing between business units c) 2017 BWP survey result reflects a 3% improvement over 2016	December December July

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 are set for the year to drive safe outcomes b) H&S objectives are reviewed each year and a report produced that informs the creation of new objectives c) No notifiable incidents to our staff through Skills Active work	February December December
3) Put in place organisation-wide training to ensure Skills Active staff have the skills for their jobs and feel valued for their contributions. This includes being able to work effectively in Māori and Pasifika workplaces	a) Each staff member has a personalised training and development programme established and implemented within organisational guidelines b) Programme of all staff events for the year is set up and publicised c) Each staff member has individualised KPIs set by March, and receives regular updates on performance and two formal reviews d) Staff who are achievers are recognised publicly and rewarded for their efforts. Each business unit publishes achievers in BORIS newsletter quarterly	April March December Quarterly
4) Further develop and embed continual improvement systems and processes, so that Skills Active is a true "learning organisation"	a) Training programme across all departments developed and implemented around CI processes b) All departments are logging issues, improvements and reviews of outcomes c) All departments are effectively using and updating visual display boards to show progress and current work d) EER passed with a minimum outcome of Confident/Confident	March 2-monthly 2-monthly July
5) Give staff ready access to key information about all aspects of their role and the organisation, allowing them to perform and understand the overall direction and achievements of Skills Active	a) Strategic and business plan documents printed and distributed to staff b) Regular updates given to all staff regarding key performance metrics for their own and other departments c) Training to SMT on cohort-based EPIs and strategy decided to maximise outcome measures d) Dashboards set up on Kairangi allowing managers and staff to monitor all key performance metrics e) Annual Report printed and distributed for 2016 year	February Quarterly March February April
6) Operate within Skills Active's established budget	a) Skills Active achieves/exceeds agreed investment plan targets with TEC b) Each Skills Active department achieves its budgeted income forecasts and expenditure limits c) Non-TEC revenue targets are achieved d) Business Plan and budget – draft then final	December December December September and November

7) Formalise key industry partnerships to enhance joint recognition of roles and mutual support of outcomes	a) Partnership agreements are 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
8) Maintain or enhance effective relationships with key Government departments	a) Successful negotiation of Investment Plan with TEC for 2018/19 years	October
	b) Regular attendance and contribution at Government/ITO working groups to build understanding of issues and Skills Active's involvement	December
	c) Participation in ITF, and any joint initiatives that arise from this, that are advantageous to Skills Active	December
	d) Development of advocacy strategy with other service ITOs, to enhance image and status of our workforce and its needs with Government (see 3.3)	February

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 the 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 the results prioritised for future budget allocations	October
2) Develop key tools to promote careers in our industries	a) Posters depicting our industry career paths are distributed to secondary schools throughout NZ	February
	b) Discussions held with TEC about the ability to promote our identified job roles through new CareersNZ website	March
	c) Strategy for the online promotion of sport and recreation careers developed, based on outcomes of (b)	May
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	a) Advocacy strategy and implementation plan developed, including established measures of success	February
	b) Plan carried out and impact measured, with recommendations for future directions	October
4) Continue to develop industry registers so that they gain greater acceptance and use from industry and the public	a) Industry is consulted over features of the registers that would add value for them	March
	b) Prioritisation carried out on industry feedback, and developments timetabled	May
	c) 15% increase in traffic to NZRRP/ActiveCV websites	December

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 is established based on industry need	February
	b) Schedule is promoted to industry	March
	c) Schedule is adhered to	December
	d) Industry feedback on the new programmes is positive	December & 2018
2) Further develop partnerships with industry associations around new qualifications, reducing duplication	a) Agreements are reached to align industry awards to new TROQ qualifications wherever possible	December
3) Further develop Skills Active's culture of customer-centric delivery	a) CSS feedback all over 80%	June
4) 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 Model approach developed and ready to be piloted	February
	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

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) Simplify the user experience when accessing Skills Active systems, through Single Sign-on	a) Phase one (Landing Page for all internal and external users, with access to communities, ActiveCV and e-learning) developed and implemented, with user feedback confirming ease-of-use	July
	b) RealMe verification evaluated and recommendation made	February
	c) Electronic training agreements in place	December
2) Develop and implement the Workplace, Assessor and Trainee Communities, enabling users to view and update their information	a) Base level of use measured and established, and usage targets set	February
	b) 80% of users reporting positive feedback through CSS	December
3) Investigate further community use and make recommendations to enhance user experience	a) Decision for future community development to be presented to SMT	March
4) Continue to develop ActiveCV and NZRRP to meet identified industry and user needs, in accordance with ICT Roadmap milestones	a) Web-based career mapping tool solution investigated and recommendations made	May
	b) Review and confirm ICT priorities for remaining 6 months	July
	c) Web-based career mapping tool available by CATE conference	September
	d) Electronic re-registration of qualifications, including e-commerce, being used by all qualification holders	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) Ensure health and safety systems comply with external legislation, Board policy and internal requirements	a) Annual Health & Safety Plan presented to SMT and the Board	February
	b) All yearly objectives achieved	December
	c) No notifiable incidents to our staff through Skills Active work	December
2) 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) All Job Descriptions and Skills Matrices reviewed and standardised	December
	c) Organisation-wide Training Calendar collated and communicated	April
	d) Policies and processes reviewed according to schedule, to ensure they are fit-for-purpose	December
3) Show constant improvement in engagement and retention metrics	a) BWP 2017 survey result reflects 3% improvement over 2016	June
	b) Wellness Team identifies goals for the year to improve operational culture, gains agreement from staff, establishes a work plan and achieves this	July
4) Operate finance systems in accordance with financial best practice, and comply with external legislation, Board policy and TEC requirements	a) 2016 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 10th working day of the month following. All managers can access and use their individual reports	December
5) Maintain Skills Active's equity and cash reserves in accordance with Board Policy	a) Equity and cash reserves are maintained at levels set by the Board	December
6) Maintain or enhance effective relationships with key Government departments	a) Complete TEC financial monitoring requirements in accordance with TEC's published schedule	December
	b) TEC Audit is completed with no significant issues identified	May
	c) Investment Plan requirements are completed in accordance with TEC's published schedule	December

7) 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) Business Continuity plan is regularly tested for suitability	June & November
8) Ensure Skills Active data is accurate and reliable, with staff trained and using systems, and reporting functionality	a) Trainee data accurate to within 5% (first six months) and 1% (second six months) of that held within the TEC ITR	December
	b) 2016 end-of-year data is finalised in accordance with TEC's published schedule	March
	c) All staff in the organisation are aware of and trained in the use of the systems relevant to their role. Staff feedback indicates 90% satisfaction	December
	d) Key LSA and DC tasks identified and "How to" resources developed and published	September
	e) Training for SMT in new cohort-based EPIs and strategy developed to maximise outcomes	March

Internal Leadership and Team Management

Action	Measure of Success	Timeframe
1) Promote a culture whereby Skills Active management and staff are operating in a culture of cooperation, and in line with the organisational values of Tika, Pono and Aroha	a) 2017 BWP survey team result reflects a 3% improvement over 2016	July
2) Actively promote a health and safety culture in the business units so that we offer our staff and clients safe and high-quality experiences	a) Staff training is undertaken to ensure all staff know H&S policies and standard operating procedures	April, July, October
	b) H&S testing built into induction and then regular refreshers throughout the year	April, July, October
	c) SMS reviewed	October
	d) No notifiable incidents to our staff through Skills Active work	December

3) Put in place training to ensure Skills Active staff have the skills for their jobs and feel valued for their contributions. This includes being able to work effectively in Māori and Pasifika workplaces	a) Each staff member has a personalised training and development programme, established and implemented within organisational guidelines	April
	b) Each staff member has individualised KPIs set by March, and receives regular updates on performance and two formal reviews	March & December
	c) Each business unit publishes achievers in BORIS newsletter quarterly	Quarterly
4) Further develop and embed continual improvement systems and processes, so that Skills Active is a true "learning organisation"	a) All departments are logging issues, improvements and reviews of outcomes	2-monthly
	b) Departments are effectively using visual display boards to show progress and current work	2-monthly
5) Give staff ready access to key information about all aspects of their role and the organisation, allowing them to perform and understand the overall direction and achievements of Skills Active	a) Regular updates given to all staff regarding key performance metrics for their own and other departments	Quarterly
	b) Dashboards set up on Kairangi are kept up to date by departments	February
6) Operate within Skills Active's established budget	a) Each Skills Active department achieves its budgeted income forecasts and expenditure limits	December
	b) Non-TEC revenue targets are achieved	December

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) Maintain agreed funding levels with TEC 1. Meet organisational targets of: i) 1669 ITF STMs ii) 98 NZA STMs iii) 80% Credit Achievement (both ITF and NZA Trainees) 1. 80% Programme Completion (both ITF and NZA Trainees) 2. 80% Active Trainees (10 credits)	December
2) Service regions to a high level, by ensuring workloads are balanced and appropriate call cycles are in place	a) Well-grounded and researched model in place for allocating workplaces	January
	b) Equitable workload allocations across Trainee Support Team	January
	c) Positive LSA feedback confirming equitable workloads	December
3) 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%	December
	b) Increase in trainee and NZ Apprenticeship participation within the Auckland region of 15%	December
Strategic Outcome 3: Skills Active leads and innovates workforce development in our industries		
Action	Measure of Success	Timeframe
1) Implement Full Service Model (FSM) to provide the best possible learning packages for small-to-medium businesses	a) Model is developed and explained to staff at conference	February
	b) FSM piloted in a region	March
	c) Market-tested model ready to be deployed upon completion of pilot	July
	d) Tools to support SME Full Service Model developed	July
	e) Model is implemented	August
	f) FSM model evaluated	November

2) Develop and implement a mentoring programme to support trainees in the achievement of qualifications	a) Mentoring programme concept developed and ready to be piloted, including support of the Kaihau to implement appropriate mentoring system for Māori and Pasifika	February
	b) Model explained to staff at conference	February
	c) Mentoring model piloted in a region	April
	d) Mentoring model explained to shareholders at AGM/Forum	June
	e) Tools for mentoring model developed	May
	f) Trainee Support Team trained in the use of mentoring programme and ready to support deployment	July
	g) Mentoring programme deployed	August
	h) Mentoring programme evaluated	October
3) Develop and deploy new Workplace Relationship Agreement model	a) All workplaces with an active training agreement have a current WRA	March
	b) LSAs have carried out a review of non-project based workplaces against their WRA commitments	November
	c) Feedback from users confirms model is easy to use and provides active engagement opportunities for both LSAs and clients	December
Strategic Outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry		
Action	Measure of Success	Timeframe
1) Maintain a consistently high level of service	a) Results of customer satisfaction survey maintained at 80%+	August
2) Ensure Skills Active staff are trained and supported to feel confident in working with Māori and Pasifika	a) All LSAs report being able to either engage directly, or being able to access support to engage with Māori and Pasifika workplaces and trainees	June
	b) Completion rate of 80% is achieved	December
3) Drive active participation in Level 4 qualifications in terms of enrolling, progressing and completing	a) Trainees progressing to Level 4 increased by 20%	December
	b) Trainee numbers completing Level 4+ qualifications increased by 20%	December

Internal Leadership and Team Management

Action	Measure of Success	Timeframe
1) Promote a culture whereby Skills Active management and staff are operating in a culture of cooperation, and in line with the organisational values of Tika, Pono and Aroha	a) BWP 2017 survey team result reflects a 3% improvement over 2016	July
2) Actively promote a health and safety culture in the business units so that we offer our staff and clients safe and high-quality experiences	a) Staff training is undertaken to ensure all staff know H&S policies and standard operating procedures. Quarterly updates and testing	December
	b) No notifiable incidents to our staff through Skills Active work	December
3) Put in place training to ensure Skills Active staff have the skills for their jobs and feel valued for their contributions. This includes being able to work effectively in Māori and Pasifika workplaces	a) Each staff member has a personalised training and development programme established and implemented within organisational guidelines	April
	b) Each staff member has individualised KPIs set by March, and receives regular updates on performance and two formal reviews	March & December
	c) Each business unit publishes achievers in BORIS newsletter quarterly	Quarterly
4) Further develop and embed continual improvement systems and processes, so that Skills Active is a true “learning organisation”	a) All departments are logging issues, improvements and reviews of outcomes	2-monthly
	b) Departments are effectively using visual display boards to show progress and current work	2-monthly
5) Give staff ready access to key information about all aspects of their role and the organisation, allowing them to perform and understand the overall direction and achievements of Skills Active	a) Regular updates given to all staff regarding key performance metrics for their own and other departments	Quarterly
	b) Dashboards set up on Kairangi are kept up to date by departments	February
6) Operate within Skills Active’s established budget	a) Each Skills Active department achieves its budgeted income forecasts and expenditure limits	December
	b) Non-TEC revenue targets are achieved	December

OutdoorsMark

Our Purpose

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

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) Provide economically sustainable delivery of certification services	a) Budget and pricing reviewed to ensure OutdoorsMark predicts a profit for 2017	January
	b) Auditor and technical expert contracts are aligned with similar audit bodies	January
	c) Audit targets achieved: 1. 150 x AA Audits 2. 5 x Premium Audits 3. 25 x Rental Audits 4. 14 x SMS Document Reviews	December
	d) Action plan for the retention and increased engagement of clients developed	January
	e) Retention of clients >90%	December
2) Ensure audit products are effective and efficient	a) Development plan for Sugar database established and agreed with GMBS	March
	b) Sugar data correct and fields edited to ensure correct data is entered	April
	c) Quality assurance processes are implemented to ensure audit outcomes are timely and correct	December
	d) Client satisfaction survey completed with 80% satisfaction. Survey used to identify areas for service delivery improvements	June
	e) Public registers (NZRRP, JAS-ANZ, DoC) updated with current and useful information about the operators certified	March
	f) Systems in place to ensure registers remain current	March

3) Develop new audit products to meet the needs of stakeholders and grow the OutdoorsMark business	a) Feasibility scoping of international auditing possibilities and, if feasible, one audit carried out	December
	b) Fitness/exercise Safety Audit product developed and implemented	May
	c) 15 x EOTC Audits completed, 5 x fitness/exercise audits completed	December
	d) Peak bodies (EONZ, EANZ) and OutdoorsMark seen as working together through cluster groups and joint branding	December
4) Ensure OutdoorsMark meets compliance requirements for Certification Bodies	a) AA Audits completed according to regulatory requirements and timeframes and other audits completed to internal requirements and timeframes	December
	b) JAS-ANZ surveillance expectations met	June & December
	c) All compliance requirements met for JAS-ANZ, DOC, Worksafe, etc.	December
5) Provide auditors and technical experts with the tools and training to produce consistent outcomes at the correct standard	a) Appropriate numbers of auditors are trained and contracted to support peak period	July
	b) At least two training/moderation sessions completed	December
	c) All auditors are peer-reviewed annually and the independent reviews show more consistency and understanding of the standard	December
	d) Resources for technical experts, including guides for reporting and activity-specific checklists are implemented and provide for more consistent reporting	March
6) Ensure OutdoorsMark messages are clear and consistent with relevant communication channels developed	a) New brand for the business unit developed and communicated, as well as branding for the individual products including OutdoorsMark	June
	b) Communication strategy completed, promoting the rebranding, purpose and products to potential clients	August
	c) Client newsletter sent out quarterly	December

Internal Leadership and Team Management		
Action	Measure of Success	Timeframe
1) Promote a culture whereby Skills Active management and staff are operating in a culture of cooperation, and in line with the organisational values of Tika, Pono and Aroha	a) BWP 2017 survey team result reflects a 3% improvement over 2016	July
2) Actively promote a health and safety culture in the business units so that we offer our staff and clients safe and high-quality experiences	a) Staff training is undertaken to ensure all staff know H&S policies and standard operating procedures. Quarterly updates and testing.	December
	b) No notifiable incidents to our staff through Skills Active work	December
3) Put in place training to ensure Skills Active staff have the skills for their jobs and feel valued for their contributions. This includes being able to work effectively in Māori and Pasifika workplaces	a) Each staff member has a personalised training and development programme established and implemented within organisational guidelines	April
	b) Each staff member has individualised KPIs set by March, and receives regular updates on performance and two formal reviews	March & December
	c) Each business unit publishes achievers in BORIS newsletter quarterly	Quarterly
4) Further develop and embed continual improvement systems and processes, so that Skills Active is a true "learning organisation"	a) All departments are logging issues, improvements and reviews of outcomes	2-monthly
	b) Departments are effectively using visual display boards to show progress and current work	2-monthly
5) Give staff ready access to key information about all aspects of their role and the organisation, allowing them to perform and understand the overall direction and achievements of Skills Active	a) Regular updates given to all staff regarding key performance metrics for their own and other departments	Quarterly
	b) Dashboards set up on Kairangi are kept up to date by departments	February
6) Operate within Skills Active's established budget	a) Each Skills Active department achieves its budgeted income forecasts and expenditure limits	December
	b) Non-TEC revenue targets are achieved	December

Māori and Pasifika Strategy

Our Purpose

- Cultural advocacy across all of our sectors (internally and externally)
- Work with internal teams to drive performance for Māori and 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) Support the promotion our industries as a career option to attract more Māori and Pasifika into our industries	a) The status of 2016 Māori and Pasifika case studies from each of sport, exercise, outdoor recreation, community recreation and snowsport conveyed to Marketing and Communications Team. "What are they doing now?" By 30 June 2017	June
	b) New Māori and Pasifika case studies identified from each of sport, exercise, outdoor recreation, community recreation and snowsport, and conveyed to Marketing and Communications Team	June
2) Ensure promotional materials (collateral, videos, soundbites etc.) are culturally appropriate to Māori and Pasifika	a) Te Reo Tautoko Team conducts review of new programme materials as they are rolled out to ensure suitability/appropriateness	March & November

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
3) Approach key influencers in the Māori/Pasifika community to promote Skills Active's industries as offering viable career and employment options	a) Iwi/Pasifika engagement conducted, targeting key influencers to promote Skills Active industries as viable career and employment options. In total four iwi and two Pasifika presentations: two iwi and one Pasifika by 30 June 2017; two iwi and one Pasifika by 30 Nov 2017	June & November
	b) Engagement plans for Māori and Pasifika presentations are developed to increase awareness and inform Māori and Pasifika families and communities of the career opportunities the industry offers. By 30 March and 31 August 2017 respectively	March & August
4) Meet TEC priorities for Māori and Pasifika participation and achievement. Targets for Māori and Pasifika are met	a) Māori/Pasifika achieving at least the same or higher than non-Māori/Pasifika for credit and programme completion rates (80%+)	December
	b) 12% and 4% Māori/Pasifika trainee participation respectively	December
5) Ensure Skills Active staff are trained and supported to feel confident in working with Māori and Pasifika	a) Māori Induction programme module developed and achieved by all staff	April
	b) Pasifika Induction programme module developed	May
	c) Pasifika module completed by all staff	August
	d) NC Māori Management available with a minimum of 6 staff enrolled	April
	e) Minimum 6 staff complete NCMM	November
6) Support the development, implementation and evaluation of a mentoring programme that also incorporates appropriate approaches for supporting Māori and Pasifika trainees	a) Business model for mentoring programme developed that includes methodology, partners and business processes/costs	February
	b) Mentoring and learning support in place ensuring there are effective mentoring approaches for Māori/Pasifika trainees across all disciplines in the recreation, sport and exercise industries	July
	c) Review the pilot for its effectiveness	October

Internal Leadership and Team Management

Action	Measure of Success	Timeframe
1) Promote a culture whereby Skills Active management and staff are operating in a culture of cooperation, and in line with the organisational values of Tika, Pono and Aroha	a) BWP 2017 survey team result reflects a 3% improvement over 2016	July
2) Actively promote a health and safety culture in the business units so that we offer our staff and clients safe and high-quality experiences	a) Staff training is undertaken to ensure all staff know H&S policies and standard operating procedures. Quarterly updates and testing.	December
	b) No notifiable incidents to our staff through Skills Active work	December
3) Put in place training to ensure Skills Active staff have the skills for their jobs and feel valued for their contributions. This includes being able to work effectively in Māori and Pasifika workplaces	a) Each staff member has a personalised training and development programme established and implemented within organisational guidelines	April
	b) Each staff member has individualised KPIs set by March, and receives regular updates on performance and two formal reviews	March & December
	c) Each business unit publishes achievers in BORIS newsletter quarterly	Quarterly
4) Further develop and embed continual improvement systems and processes, so that Skills Active is a true “learning organisation”	a) All departments are logging issues, improvements and reviews of outcomes	2-monthly
	b) Departments are effectively using visual display boards to show progress and current work	2-monthly
5) Give staff ready access to key information about all aspects of their role and the organisation, allowing them to perform and understand the overall direction and achievements of Skills Active	a) Regular updates given to all staff regarding key performance metrics for their own and other departments	Quarterly
	b) Dashboards set up on Kairangi are kept up to date by departments	February
6) Operate within Skills Active’s established budget	a) Each Skills Active department achieves its budgeted income forecasts and expenditure limits	December
	b) Non-TEC revenue targets are achieved	December

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) Develop, list and maintain qualifications to respond to industry needs	a) TROQ process completed with final qualifications listed (mandatory review)	June
	b) New qualifications listed to support apprenticeships in sport, exercise and outdoor recreation	July
	c) Existing qualifications maintained to meet industry need and NZQA review requirements	December
2) Develop and launch programmes (structure and NZQA Industry Training Programme approval) to support new qualifications (linked to 3 and 4)	a) Programme Development Plan developed and implemented to roll out priority programmes (refer to priority list)	As per plan timelines
	b) Industry Training Programme (including NZ Apprenticeships) applications approved by NZQA with no formal resubmissions required	
	c) ADDIE process followed and documented	
	d) Evaluation carried out and identified success measures are met, including trainee and workplace satisfaction and completion rates	
	e) Youth Award programmes developed to continue supporting School Strategy and aligned to position statement (>100% growth)	
3) Develop, list and maintain unit standards to respond to programme development requirements/priorities	a) Unit standards review plan developed and implemented to align with Programme Development priorities and timeframes	December
	b) Unit standards meet NZQA listing requirements with no formal resubmission required	

4) Develop and maintain resources (learning and assessment resources and tools; benchmarking) to meet programme requirements, client needs and currency requirements	a) Any new resources mapped to Literacy and Numeracy Learning Progressions	December
	b) Resources meet Skills Active principles of good practice learning and assessment design	December
	c) 80% of resources reflect current unit standard versions	December
	d) Benchmarking log maintained and arrangements reviewed every two years (post-implementation)	December
	e) Customised and benchmarked resources delivered as per client proposals, and/or Skills Active business case requirements	As per project
	f) Feedback from trainees, assessors and workplaces reflects 80%+ satisfaction	June
5) Provide blended learning opportunities through an effective e-learning platform and implementation	a) E-learning platform developed and implemented	March
	b) All new programmes launched with e-learning components	December
	c) Minimum of 2,000 engaged learners achieved	December
	d) Satisfaction of learners and assessors measured at 80%+ (survey)	December
6) Develop and implement partnerships with providers to ensure appropriate delivery of higher level, theory-heavy content and/or programmes	a) Programmes/content identified that is appropriate for provider collaboration and delivery	December
	b) Relationship established with identified providers and agreements entered into	December
	c) Programmes/content developed and implemented	
7) Support an Assessor Model and quality assessors that meets Skills Active and industry needs	a) Internal Moderation and Assessor Support Plan developed and implemented that meets NZQA external moderation and industry requirements	February
	b) Assessor Model reviewed and recommendations made for appropriate model for Skills Active and industry	September
	c) Industry Advisory Groups endorse Assessor Model as appropriate for industry	December
	d) New Assessor Model confirmed and implementation plan in place	October
	e) 85% of assessors meet compliance requirements	December
	f) Skills Active meets NZQA moderation requirements with 80% As and no Xs, and 80% assessor judgements	December
	g) Consistency reports all 'Agreed'	December

8) 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 a focus on increased sampling	February
	b) CMRs are reviewed and combined into one master CMR that is in line with industry requirements	June
	c) Processes developed and implemented for providers seeking support for programmes aligned to our qualifications	June
	d) 85% of providers and schools meet compliance requirements, including appropriate use of pre-moderated resources	December
9) EER completed with NZQA and minimum result of Confident/Confident achieved	a) Pre-assessment material provided to NZQA within approved timeframe	March
	b) External stakeholders feel informed and confident in their part in the process	March
	c) Internal stakeholders buy into the process – staff report confidence in EER preparedness	March
	d) EER processes all complete	April
	e) Final outcome of at least Confident/Confident achieved	July

Internal Leadership and Team Management

Action	Measure of Success	Timeframe
1) Promote a culture whereby Skills Active management and staff are operating in a culture of cooperation, and in line with the organisational values of Tika, Pono and Aroha	a) BWP 2017 survey team result reflects a 3% improvement over 2016	July
2) Actively promote a health and safety culture in the business units so that we offer our staff and clients safe and high-quality experiences	a) Staff training is undertaken to ensure all staff know H&S policies and standard operating procedures. Quarterly updates and testing.	December
	b) No notifiable incidents to our staff through Skills Active work	December
3) Put in place training to ensure Skills Active staff have the skills for their jobs and feel valued for their contributions. This includes being able to work effectively in Māori and Pasifika workplaces	a) Each staff member has a personalised training and development programme established and implemented within organisational guidelines	April
	b) Each staff member has individualised KPIs set by March, and receives regular updates on performance and two formal reviews	March & December
	c) Each business unit publishes achievers in BORIS newsletter quarterly	Quarterly
4) Further develop and embed continual improvement systems and processes, so that Skills Active is a true “learning organisation”	a) All departments are logging issues, improvements and reviews of outcomes	2-monthly
	b) Departments are effectively using visual display boards to show progress and current work	2-monthly
5) Give staff ready access to key information about all aspects of their role and the organisation, allowing them to perform and understand the overall direction and achievements of Skills Active	a) Regular updates given to all staff regarding key performance metrics for their own and other departments	Quarterly
	b) Dashboards set up on Kairangi are kept up to date by departments	February
6) Operate within Skills Active’s established budget	a) Each Skills Active department achieves its budgeted income forecasts and expenditure limits	December
	b) Non-TEC revenue targets are achieved	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

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) Develop and promote tools for industry to plan, develop and support careers and career pathways, including Māori and Pasifika (WAP P1A and 1B)	a) Paper-based career mapping tools are distributed to schools	February
	b) Career mapping tools, targeted at school leavers and employees, are available online by CATE Conference	September
	c) Skills Active Workforce Scan survey responses increase by 15%	September
	d) Skills Active Workforce Scan is published	November
2) Promote New Zealand Apprenticeship Programmes to improve the information about available career opportunities (WAP 1D)	a) Annual Apprentice of the Year is awarded and supported through industry partners	November
	b) Establish baseline measures to capture successful conversion of page viewers to apprentices	July
	c) Apprenticeship web pages receive 80 or more unique hits per month	December
3) Work with international partners to achieve industry recognition of our qualifications (WAP 2C)	a) Identify priority needs for international portability and document needs in industry engagement plans	March
	b) One new partnership/initiative is identified and business case approved by SMT	September
	c) Work with peak bodies and advisory groups to investigate portability options in exercise, outdoor recreation and aquatics	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) Survey stakeholder groups to understand satisfaction levels and identify areas of strength and opportunities for improvement	a) Distribute CSS surveys	March
	b) Collate findings and write report	April

2) Establish Industry Advisory Groups to feed into workforce development initiatives, including programme development and supporting careers in our industries (WAP 12345)	a) Role of M&P IAGs is established with board taking into account existing Whakaruruhau and requirements of management and governance	February
	b) Industry Advisory Groups' Terms of Reference are established	March
	c) Industry Advisory Groups are convened (aligned to programme development plan)	June
	d) Industry Advisory Group work plan is approved for 2018	December
3) Work with industry associations and peak bodies to align qualifications and awards to Post-TROQ suite of qualifications (NZOIA, NZRA, SwimNZ, AustSwim, etc.)	a) Regular engagements with peak bodies as per industry engagement plans	December
	b) Agreements in place with NZOIA, NZRA, SwimNZ and AustSwim that align industry pathways with NZQF qualifications	December
	c) CSS feedback show >80% satisfaction	June
4) Develop informative and valued communication tools and engagement approaches to effectively communicate messages to industry and stakeholders	a) Success measures for marketing and communication tools are established	February
	b) Stakeholder engagement plans are completed	February
	c) OutdoorsMark website launched	March
	d) New Skills Active website is launched	June
	e) Rebranding for OM department is launched	June
	f) Baseline measures for comms success are reported	August
	g) Skills Active 2017 brand awareness survey shows a 10% improvement over 2016	October
	h) Marketing and Communication Plan milestones are met	December
5) Lead an advocacy campaign to enhance awareness and recognition of the contribution of our industries, and enhance resource and financial commitment to our workforce	a) Advocacy work plan (including advocating for the role of volunteers in our industries) is approved	February
	b) Skills Active advocacy and communication campaign successfully launched	March
	c) Work plan milestones are met	December
6) Promote the value of recognising staff with increases in remuneration and career progression to ensure staff are retained and recognised (WAP 5D)	a) Research is undertaken to measure the base levels of retention within industries	December
7) Support graduation ceremonies to celebrate the achievement of NZQF graduates (WAP 5A)	a) Skills Active trainees are recognised through the Mayors' Taskforce for Jobs graduation ceremonies	November

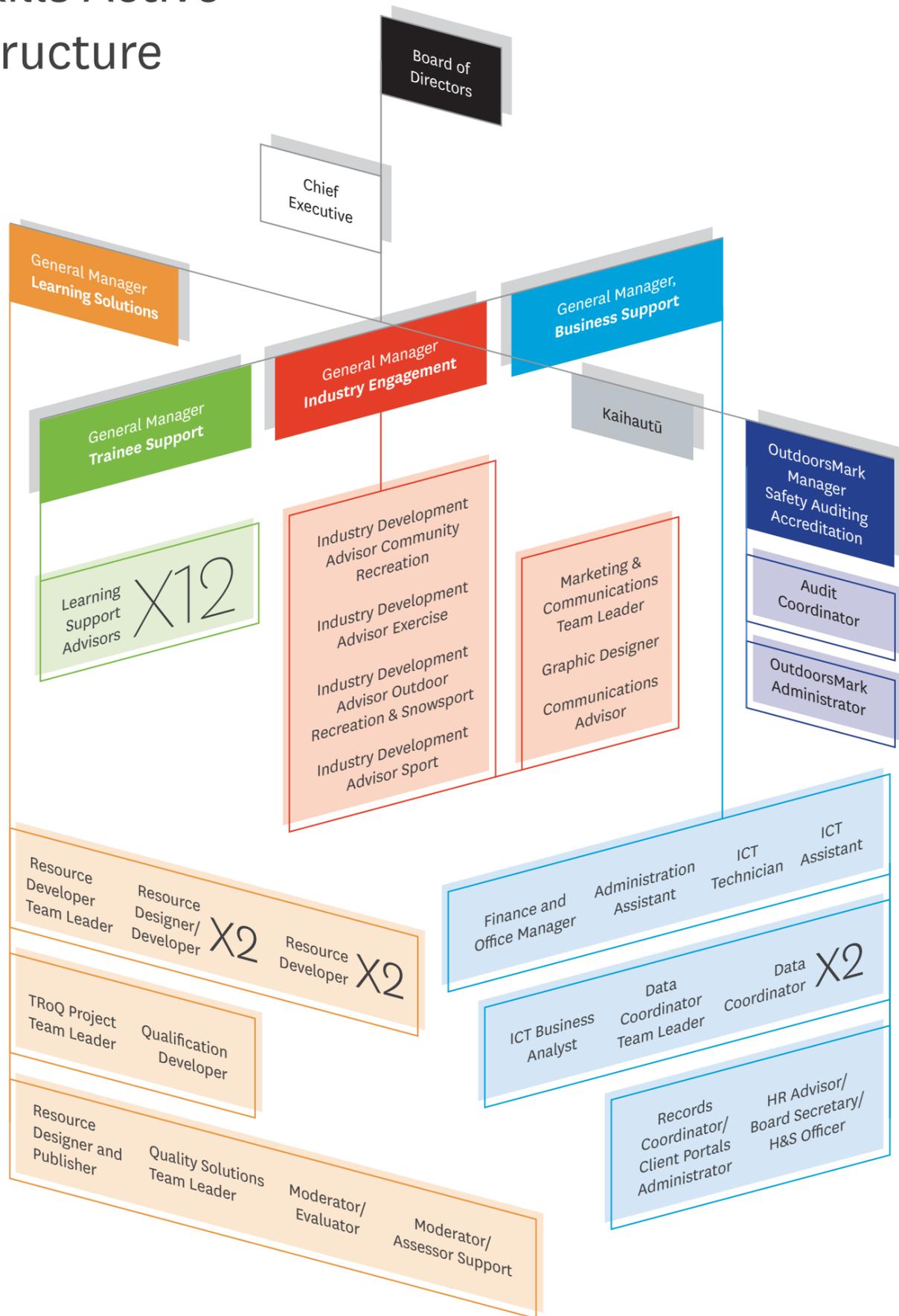
8) Support the recognition of star performers through industry awards events to support the retention and recognition of staff (WAP 5D)	a) Industry awards framework is developed	May
	b) Two new industry awards are presented	December
	c) Trainee and workplace success stories are identified and promoted through various media, and reach increases by 15%	December
Strategic Outcome 4: Skills Active workforce solutions are developed that are led and endorsed by industry		
Action	Measure of Success	Timeframe
1) Support Māori and Pasifika to achieve qualifications and ensure the vocational training system is relevant and accessible (WAP 4B)	a) One community/whanau-based workforce initiative is launched	October
	b) Advisory group has fed into programme development and workforce initiatives	December
2) 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 (WAP 1C, 1D 2A, 3A, 3E)	a) Industry Development Advisors lead the analysis stage of all prioritised qualification and programme development projects, including Youth Awards and apprenticeship programmes	December
	b) Industry Advisory Groups endorse new programmes	December
	c) Customised programme opportunities are identified and project milestones met	As per project
	d) Customer satisfaction survey results report 5% improvement	July
3) Work with other ITOs to align the qualifications and career pathway needs of learners	a) Cross-sector qualification pathways are identified between health and sport and recreation	April
4) 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 (WAP 3B, 3C)	a) Presentations given at all appropriate industry conferences	December
	b) Shared messages are identified in Communications Strategy and actively promoted by partners	December
	c) Focus groups are run to establish development needs for NZRRP to increase use and effectiveness	May
	d) Shared messages include information on NZRRP and ActiveCV	December
5) Provide appropriate advice/guidance to Skills Active staff to enable them to service industry needs	a) Industry reports are provided, identifying relevant business and market information	Quarterly
	b) Regular information-sharing opportunities are facilitated within organisation	Monthly
	c) 80% of staff report that approaches to communication and information sharing to be useful	December

Internal Leadership and Team Management

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	b) Non-TEC revenue targets are achieved	December



Skills Active Structure



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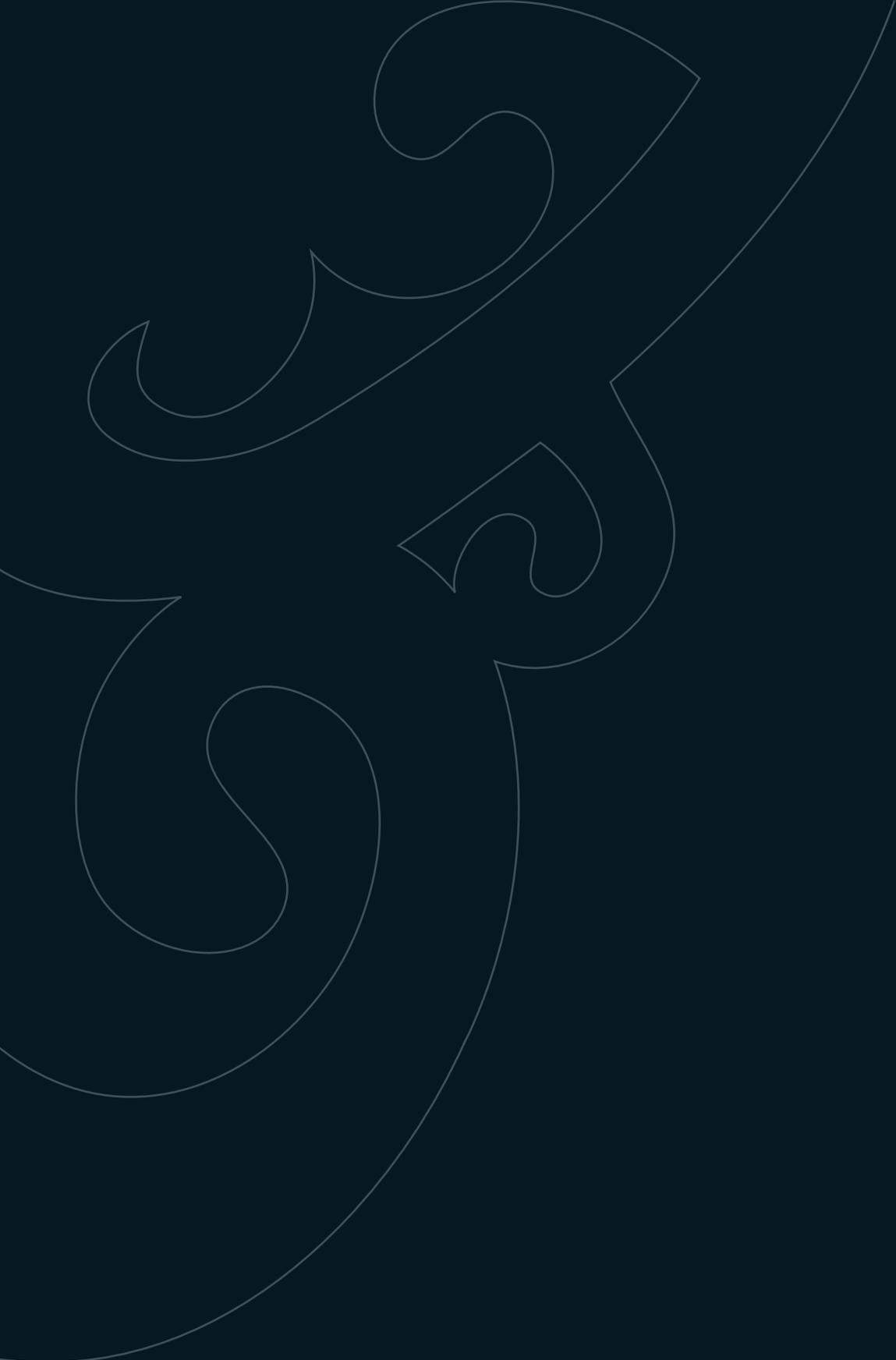
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