

Goals	2014	2015	2016	2017	2018
To maintain effective resources	Lease premises Lease portacomms Lease equipment needed Establish budget	Monitor resources and update when necessary Monitor expenses vs budget	Monitor resources and update when necessary Monitor expenses vs budget	Monitor resources and update when necessary Monitor expenses vs budget	apprenticeship Monitor resources and update when necessary Monitor expenses vs budget
To focus on and encourage Maori and Pasifika learners	Involve whanau where possible Use Iwi to assist Create pride in culture Encourage cultural and language awareness	Involve whanau where possible Use Iwi to assist Create pride in culture Encourage cultural and language awareness	Involve whanau where possible Use Iwi to assist Create pride in culture Encourage cultural and language awareness	Involve whanau where possible Use Iwi to assist Create pride in culture Encourage cultural and language awareness	Involve whanau where possible Use Iwi to assist Create pride in culture Encourage cultural and language awareness

An annually updated section that establishes, for the relevant year, our board's aims, directions, objectives, priorities and targets relating to intended student outcomes, your school's performance and use of resources

Board roles	2014
Aims, objectives	<p>Board is to</p> <ul style="list-style-type: none"> • set and balance budget, manage within cost structure to set up school, with the emphasis on Trades training, ensure health and safety standards are met • hire staff, set training plans for teachers, get resources from those available • meet parents and learners and other stakeholders • establish school aims and intended outcomes
Priorities, targets	<p>Priorities are</p> <ul style="list-style-type: none"> • Improve engagement and performance of Maori, Pasifika and disadvantaged learners • Ensure learners improve LLN performance and achieve unit and achievement standards • 85% of learners to reach L2 by end of year 11 • Ensure learners leave with self confidence and skills
Intended student outcomes	<ul style="list-style-type: none"> • Learners to reach Step 3 on the learning progressions • Learners to attain L2 qualifications • Learners to gain apprenticeship or suitable employment
Use of resources	<ul style="list-style-type: none"> • Utilise facilities within industry partners premises where possible • Maintain leased premises and provide all necessary resources • Ensure all resources meet health and safety standards • Ensure Human resources meet standards required
School performance	<ul style="list-style-type: none"> • To present the school as a model for others to follow by involving industry partners and stakeholders in ensuring we achieve the outcomes required by government and as specified in our objectives.

Appendix 2

Strategic Plan for Te Kura O ngā Tautōhito (School of Skills)

For period: 2013 – 2018

Vision

To engage young people in education and into meaningful employment utilising lifelong learning models, thus creating healthy individuals who add value to their community and NZ Inc.

Mission

To enthuse, engage and educate young people, specifically towards employment in the trades. To involve industry partners in this mission to create bonds for future employment and apprenticeships.

Our main objective is to develop and educate enthusiastic learners who see a bright future in their chosen trade and become good citizens and contributors to NZ Inc.

Values

- Integrity
- Understanding
- Flexibility

Our stakeholders will be

NZQA, TEC, MOE, MSD, staff and learners and industry partners in the following industries:

- Engineering
- Construction trades: building, electrical, plumbing, painting
- Civil construction
- Retail, Distribution and retail food
- Manufacturing, including food
- Hairdressing
- Hospitality and other service industries
- Aviation

We are committed to:

- Providing quality teaching delivery and assessment services leading towards improved skills, unit standards, Apprenticeships and employment where appropriate
 - Having the interests of our students at heart by offering flexible delivery options in order to meet their needs
 - Offering exemplary service to our stakeholders by meeting or exceeding agreed delivery targets
 - Ensuring our staff are appropriately skilled and qualified to meet the needs of MoE, NZQA, TEC and our business
-

Statement of Strategy

This plan is based on the following assumptions:

- Te Kura O ngā Tautōhito will receive MoE funding
- The structure and staffing levels will be sufficient to support growth
- Funding will be available to allow growth

The strategy addresses the following points:

- What should be our future driving force?
- How does this differ from our current driving force?
- What changes will be needed to meet our future requirements?
- How is this compatible with our mission?
- How is this compatible with the conclusion from our strategic analysis?

Future Driving Force

Our future driving force will be to make best use of our funding streams and to meet and exceed our stakeholders' needs. In order for us to be successful and meet growth targets, we need to make sure our services are of high quality, cost effective and are delivered in a method which best suits our stakeholders. These stakeholders will come from diverse backgrounds, with a large proportion of Maori and Pasifika as well as disadvantaged youth. It goes without saying that in order to achieve this we have to have appropriate staffing levels and capabilities to deliver the end results.

For this to happen we require:

- A sufficient number of skilled and qualified teachers, with both teaching and industry experience where required, such as for trades teaching.
- An appropriate structure in place to support the larger business model
- A commitment to strengthen and broaden the internal capabilities of staff in order to achieve results. We need to have strong focus on professional acquisition, retention and development so that our delivery can be of high quality and flexible.
- Accurate market information to determine where the best outcomes are most likely
- Timely financial reporting to ensure we do not lose focus
- The support of MoE

Our Current Driving Force

Our current driving force is very similar to our future driving force, with the exception that we deal on a daily basis with teaching learners and developing materials to satisfy all stakeholders.

To meet our goals we need:

- To gain the confidence of MoE
- To determine the best structure to support the growth
- To determine the skills and qualifications of staff required.

Changes we need to make:

In order to cope with our anticipated growth we need to increase significant roles in our team, in a timely manner, such as Department Managers.

For this to happen we need:

- To identify the structure which will best serve our growth
- To recruit suitably qualified and experienced staff

Compatibility with our Mission

Our mission is to be a leading provider of trades training in New Zealand.

For this to happen we need to remain focused on our requirements. This is particularly around staff recruitment, development and retention in order to provide good quality teaching to our learners.

Changes we need to make:

- Consider the best structure for the strategy of growth and delivery
- Focus on MoE requirements
- Develop our internal structural plan
- Recruit suitable staff

Compatibility with our Strategic Analysis

Our strategic analysis has pointed to huge opportunities for improving the teaching and apprenticeship of trades in South Auckland

We are on target to achieve our goals based on new industry partner opportunities and new staff.

Financial Analysis

The financial growth targets are supported by cash-flow budgets which are attached.

Appendix 3

Annual Business Plan for Te Kura O ngā Tautōhito (School of Skills)

1. Business model

Introduction

Te Kura O ngā Tautōhito: Our main objective is to develop and educate enthusiastic learners who see a bright future in their chosen trade and become good citizens and contributors to NZ Inc.

Vision:

To engage young people in education and into meaningful employment utilising lifelong learning models, thus creating healthy individuals who add value to their community and NZ Inc.

Mission:

To enthuse, engage and educate young people, specifically towards employment in the trades. To involve industry partners in this mission to create bonds for future employment and apprenticeships.

Current position

Te Kura O ngā Tautōhito is currently looking for financial sponsors and partners to commence delivery in South Auckland.

Competitive advantage

The director's experience and skills enable them to quickly match skill needs to outcomes and deliver the results.

Growth plan

Start in 2014 with 10 FTE staff, growing to 20 over 5 years.

2. Business strategy

Tactics

To utilise existing and new stakeholder networks to gain introduction to companies and encourage learners to start at our school.

Strategic impact

New Zealanders and students in particular will understand the value of learning and having a trade skill set. This will impact positively on NZ Inc.

Core values

- Understanding
- Integrity
- Flexibility

The directors are dedicated to improve the lives of those who wish to learn and have a trade.

3. Marketing

SWOT and critical success factors

Word of mouth and networking are the marketing strategies of choice

Market research

The directors have met with representatives from the following organisations who have verbally stated support:

Industry partners

- McConnell Dowell/Hawkins
- Fulton Hogan
- Transfield Services
- Halls Refrigeration
- Hairdressing ITO
- Service IQ
- Air New Zealand PTE

Formal letter of support from Fulton Hogan is attached. Formal letter of support from Transfield is to come.

Distribution channels

Via existing networks

Strategic alliances

Forming strategic partnerships with industry partners and government agencies.

E-commerce and technology

Yet to be developed, but web based learning will be part of the course delivery

Te Kura O ngā Tautōhito will install an intranet and website.

Tactical promotion plan

Utilise the contacts of partners to gain access to learners

Marketing budget

From seed funding

Credibility and risk reduction

Past experience, knowledge and relationships within the sector give the directors credibility with all stakeholders.

4. Team and management structure

CVS attached to application

SAC(26) OIA

5. Financial budgets and forecasts

See attached

6. Summary

Te Kura O ngā Tautōhito directors have years of business experience so are well used to budgeting financial resources and planning for growth. The CEOs have education and business backgrounds and experience with youth.

Policy for Te Kura O ngā Tautōhito (School of Skills)

Appendix 4

Code of Conduct

Policy Manual:	Te Kura O ngā Tautōhito	Written by:	
Process owner:	CEO	Published date:	
SOP Number:	DRAFT	Review date:	
SOP Version:	1	Approved by:	<i>Bruce Howat</i>

Policy Statement

This Code of Conduct describes the standards of behaviour expected of employees. Behaviour or actions that are considered unacceptable by Te Kura O ngā Tautōhito, colleagues, customers or the public may result in disciplinary action against the employee concerned.

Purpose of the Process

To provide a set of expectations and standards for employee behaviour.

Procedure

The relevant written employment agreement outlines the specific details of the minimum provisions of the "terms of employment". In addition, there are also implied responsibilities that Te Kura O ngā Tautōhito can reasonably expect from each employee. These reflect the basic requirements of courtesy, professionalism and integrity needed to ensure that a quality service is provided to the public and Te Kura O ngā Tautōhito customers and that a professional and safe working environment exists for all staff.

By following the code we will ensure that Te Kura O ngā Tautōhito maintains the best possible business practice and relationships with customers and colleagues.

Every employee shall observe the following standards of conduct and, shall comply with both the spirit and intent of this policy:

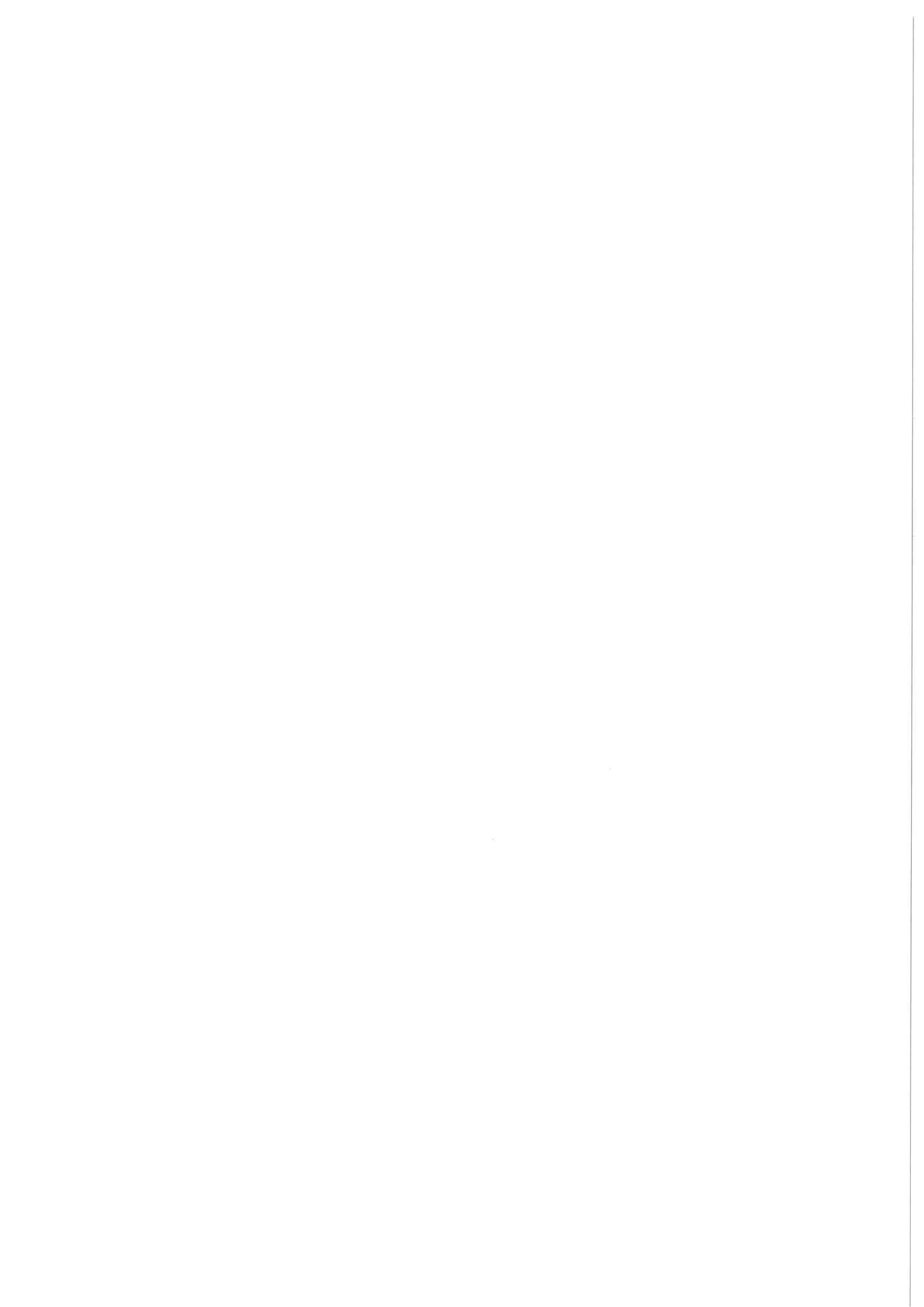
- Employees shall follow basic principles of good business practice to ensure all business dealings are conducted honestly with good faith and integrity.
- All employees shall comply with legislation.
- All employees shall exercise diligence in the performance of their duties and responsibilities.
- All employees shall provide a quality service at all times to customers, the public and colleagues. All communications should always be courteous, honest and respectful.
- All employees shall comply with all lawful and reasonable instructions.
- No employees shall knowingly be a party to any illegal or improper activity. This includes illegal or improper activity for the benefit of Te Kura O ngā Tautōhito.
- Employees are to avoid any activities whether work-related or private, which might bring Te Kura O ngā Tautōhito into disrepute, or jeopardise Te Kura O ngā Tautōhito relationship with ministers, customers, or the general public.
- Employees shall not knowingly enter into any activity which is likely to be in conflict with the interest of Te Kura O ngā Tautōhito or which would prejudice their ability to carry out objectively their duties and responsibilities.
- Employees must inform Te Kura O ngā Tautōhito if they are involved in any activity, or have a personal or financial interest or commitment, which may, or could be seen by others to conflict with the performance of their duties and the goals of Te Kura O ngā Tautōhito.
- A personal interest or commitment would include having a close family member, relation or partner working in the same office or in Te Kura O ngā Tautōhito in general.
- A financial interest or commitment would include company directorships, shareholdings or offers of additional employment outside Te Kura O ngā Tautōhito.

Policy for Te Kura O ngā Tautōhito (School of Skills)

- Employees must inform the Chief Executive Officer if they are intending to participate, or already participating in a public or voluntary organisation, if there are actual or potential conflicts between their responsibilities and duties as a staff member of Te Kura O ngā Tautōhito and their responsibility and duties to the other organisation. Where the employer considers there would be a conflict of interest, appropriate arrangements will need to be made to avoid or resolve the conflict.
- If staff are unsure as to whether a particular situation is, or could be seen to be a conflict of interest, they should inform the Chief Executive Officer (via their Manager).
- Some employees, e.g. accountants, are required to abide by a professional Code of Ethics. These employees must inform Te Kura O ngā Tautōhito if there are any conflicts between their professional Codes of Ethics and the duties they are directed to perform.
- Employees shall not commit Te Kura O ngā Tautōhito to any contract with any party with whom they hold a pecuniary or like interest, unless first declaring that interest to their manager.
- Employees shall not accept any gifts, travel, loans, cash, excessive entertainment, services, favoured treatment or anything of a like nature, when to do so is likely to place them in a prejudicial or embarrassing position, interfere in any way with the impartial discharge of their duties or reflect adversely on their integrity or that of the company.
- **If employees are offered any form of gift, entertainment tickets, travel, dinner over the value of \$100, they should inform their Manager who will decide the appropriate response which maintains the organisations integrity.**
- Employees entrusted with the use of company funds, shall only use such funds for the purpose intended. Company funds shall not be used for any personal gain, nor in any manner, which would be contrary to law or detrimental to the welfare of Te Kura O ngā Tautōhito.
- Employees, have a responsibility to provide honest, impartial and comprehensive advice to the Chief Executive Officer and the Senior Management team. The Chief Executive Officer and the Senior Management Team, have a responsibility to provide honest, impartial and comprehensive advice to the Te Kura O ngā Tautōhito Board. This means that employees are not to withhold relevant information, or seek to obstruct or delay a decision, or attempt to undermine or improperly influence Te Kura O ngā Tautōhito policy. The final decision on any policy rests with the Chief Executive Officer, Council and Board, and whether or not employees agree with the decision, they have a responsibility to implement the decision. Te Kura O ngā Tautōhito employees have a duty not to publicly criticise or comment on policies that the Council or Board has been associated with, whether at the stages of development or implementation.
- Official comment on behalf of Te Kura O ngā Tautōhito should be made only by Senior Managers authorised to do so. If employees are approached by the media for comment on the implementation or administration by Te Kura O ngā Tautōhito of any policy this request should be referred to the Chief Executive Officer.
- As a member of the public, employees have the same rights to approach political representatives as any other person. However, in doing so employees must remain politically neutral with regard to their work. Employees may communicate privately with any Minister or Member of Parliament about matters outside their official duties.
- If employees approach a political representative, the following expectations will apply: any approach about matters outside of Te Kura O ngā Tautōhito, in a private capacity should be made with some sensitivity with regard to their role as an Te Kura O ngā Tautōhito employee;
- Employees shall be prudent in the use of information acquired in the course of their duties. They shall not use confidential information acquired in the course of their duties. They shall not use confidential information for any personal gain, nor in any manner which would be contrary to law or detrimental to the welfare of the Te Kura O ngā Tautōhito.
- Employees shall not make or arrange payment to third parties in cash or kind, where those payments are intended to induce the third party to operate outside normal business practice or the law.

Policy for Te Kura O ngā Tautōhito (School of Skills)

- All employees are expected to comply with all Te Kura O ngā Tautōhito policies, procedures and rules including Human Resource and Financial policies on:
 - Accounting Requirements
 - Business Planning
 - Operational Accounting
 - Purchasing and expenses
- Charitable events and promotions may be advertised on company notice boards. The e-mail system may not be used for this purpose. Hawkers selling product for personal gain may not promote their products on-site. Recognised Charitable organisations on promotion weeks may sell their items from reception (e.g. Daffodil Day and the Cancer Society), they may not visit people at their work site. Reception is to advise employees that they are present on site.



Appendix 5

Complaints Policy

Policy Manual:	Te Kura O ngā Tautōhito	Written by:	
Process owner:	CEO	Published date:	
SOP Number:	POL002	Review date:	
SOP Version:	1	Approved by:	<i>Bruce Howat</i>

Policy Statement

1. Any individual or organisation may lodge a complaint with Te Kura O ngā Tautōhito about any matter over which Te Kura O ngā Tautōhito has control and that they consider gives grounds for a grievance.
2. It is not possible to specify all the grounds for complaints but some examples could include:
 - Appeals against outcomes of assessments
 - Complaints about the conduct of a staff member of Te Kura O ngā Tautōhito
 - Complaints regarding facilities or service
3. All complaints will be treated with respect and in the strictest confidence.
4. Our emphasis is on achieving understanding, resolving as many issues as possible and preventing recurrence.
5. All investigations into complaints received will take into account the rights of the complainant and any individual or department about whom the complaint refers.
6. Complaints are an important component of customer feedback and service improvement. We aim to ensure that all feedback is communicated to the appropriate person and to our Business Improvement Manager.

Procedure

Informal Complaint Resolution

Where possible, the complainant should endeavour to raise and resolve the issue as close as possible to its point of origin (the source of the grievance) as soon as practicable after the event. Formal complaints procedures should generally only be used where attempts at informal resolution have been unsuccessful or would not be in the best interests of the complainant.

Written Complaints

Where an informal approach is not in the best interests of the complainant, or where the complainant does not feel that informal resolution has produced a satisfactory outcome, a written complaint should be lodged with the Te Kura O ngā Tautōhito Complaints Officer.

A written complaint must contain a clear statement of the grounds for the complaint and include supporting documentation or evidence where appropriate.

The Te Kura O ngā Tautōhito staff member receiving the complaint will give it to the Complaints Officer immediately for logging and recording. The Complaints Officer will then send written acknowledgment of receipt to the complainant within 3 working days and begin an investigation of the

complaint within 5 working days of receiving the complaint. Investigation of the complaint may include, where appropriate, interviewing the individuals concerned and obtaining statements from any individuals who may be involved in the matter.

Where individual staff members are under investigation, they will be encouraged to seek support and advice. The Complaints Officer is responsible for ensuring this option is discussed with staff involved in the investigation.

The complainant will be offered the opportunity of further information/clarification following the investigation. A letter addressing all elements of the complaint will be sent to the complainant at the conclusion of the investigation. Should a complaint be upheld a Corrective Action, Preventative Action procedure will be initiated.

Where further investigation is required, the coordinator of the complaint will keep the complainant fully informed of progress in writing, and negotiate a revised timeframe if necessary.

If at any stage it appears likely that legal action may arise, the Complaints Officer shall advise the Chief Executive Officer, who shall in turn advise the Board, Te Kura O ngā Tautōhito solicitors, and the Professional Liability Insurers.

Appeals Procedure

Where the complainant is dissatisfied with the outcome of an investigation into a complaint, they may appeal in the first instance to the Chief Executive Officer. Such an appeal should be made in writing immediately upon receipt of the advice of the decision that the person wishes to contest. The statement must contain a clear outline of the grounds for the appeal, supporting documentation, and copies of any correspondence from the coordinator of the complaint.

If the complainant remains dissatisfied with the outcome following the review by the Chief Executive Officer, they may appeal to the Te Kura O ngā Tautōhito Council Chairperson, who shall be the final point of appeal within Te Kura O ngā Tautōhito.

Reporting / Monitoring of Complaints

The Chief Executive Officer will ensure that all customer feedback and complaints are regularly audited.

All formal complaints will be recorded on a central register, which shall be maintained by the Complaints Officer.

Anonymous complaints will be recorded and actioned and may be used for the purposes of training and development throughout Te Kura O ngā Tautōhito.

Accessibility of Complaints Policy

Information regarding the existence of the Complaints Policy shall be included in all Te Kura O ngā Tautōhito Trainee Handbooks, Assessment Management Manuals and on the Te Kura O ngā Tautōhito website.

CUSTOMER COMPLAINT FORM

Please complete this form and return to:
Te Kura O ngā Tautōhito

NAME: _____

DATE: _____

CONTACT DETAILS: _____

DETAILS OF COMPLAINT:

EXAMPLE ONLY

Continue on a separate sheet if necessary

ACTION: (OFFICE USE ONLY)

COMPLAINT RECEIVED BY: _____

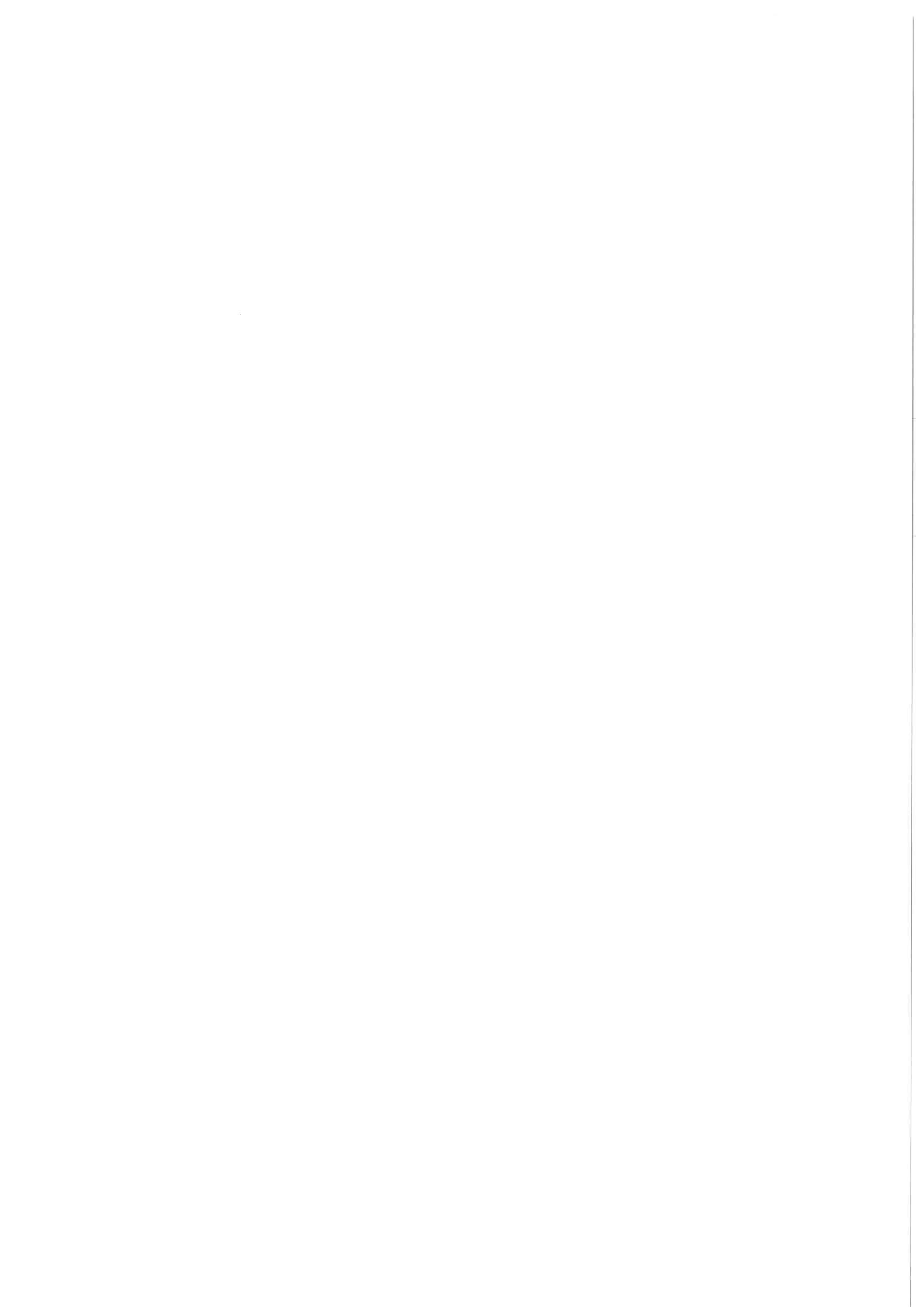
DATE: _____

COMPLAINT NUMBER: _____

CAPA RAISED: Y / N

RESPONSE DATE: _____

SIGNED: _____



Appendix 6

Discrimination Policy

Policy Manual:	Te Kura O ngā Tautōhito	Written by:	
Process owner:	CEO	Published date:	
SOP Number:	POL010	Review date:	
SOP Version:	1	Approved by:	<i>Bruce Howat</i>

Policy Statement

It is the objective of Te Kura O ngā Tautōhito to provide an employment environment where employees work together demonstrating:

- A customer focused organisation.
- A 'will do' attitude.
- Easy to do business with.
- A passion for developing skilled people.

Purpose of the Process

To provide an environment that embraces the principles of equality of employment opportunity.

Procedure

Te Kura O ngā Tautōhito is committed to the philosophy and principles of Equal Employment Opportunity (EEO) and carries out all key Human Resource practices such as hiring, training and promotion, irrespective of age, marital status, gender, ethnic origin, ethical beliefs, colour or race, religion, employment status, disability (including illness), sexual orientation, political opinion or family status, or employee representation (whether they are current or prospective employees).

Te Kura O ngā Tautōhito encourages all employees to have the equal opportunity to develop to their full potential so they can make the best use of their skills and competencies while working for the organisation. Te Kura O ngā Tautōhito sees this relationship as a partnership and strives to ensure that no discriminatory practices exist in the workplace and in return expects all employees to work in a discriminative free environment.

