



WAIHANGARA RAU
Construction and
Infrastructure
Workforce Development Council

TEARA WHAKAMUA

Statement of Strategic Direction

2023-2028

waihangaararau.nz

**Ko te pae tawhiti, whāia kia tata,
ko te pae tata, whakamaua kia tina.**
*Seek out the distant horizons,
and cherish those you attain.*

About this publication

This Statement of Strategic Direction outlines the key areas of focus for Waihanga Ara Rau over the next five years. It will be reviewed every three years. This is the guiding document for everything that we do. It is used to inform the development of our annual Operational Plan, which sets out our key deliverables and workplan, the intended outcomes of our mahi and how we will measure success.

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Te aronga Our direction

Waihanga Ara Rau, the Workforce Development Council for Construction and Infrastructure in Aotearoa, is committed to providing a strong voice for the industry while ensuring a future-fit workforce and honouring Te Tiriti o Waitangi and Māori-Crown relations.

Our name, Waihanga Ara Rau, means ‘To create and build the many pathways within construction and infrastructure.’ The breakdown of the words and their meaning, are:

Waihanga is an all-encompassing Tikanga or set of protocols.

Wai represents fluidity and a natural flow of creativity.

Hanga is circular in nature.

Waihanga is solid in results.

Ara Rau is the many pathways.

We recognise the evolving needs of our industries, employers, and employees and are committed to learning and growing with them to serve in a way that adds value to their workforces and workplaces, the vocational education system, and Aotearoa and its people.

We are guided by our strategic pou, which are outlined in this document. Aligned with these, we advocate for the industry and communities, particularly those underserved by the vocational education system, and reimagine vocational education to meet present and future workforce development needs.

Our commitment to skills and knowledge development underpins sustainability, viability, and relevance to the future of both the Māori and wider Aotearoa economies. We are excited about the journey ahead and look forward to working with our stakeholders and partners towards achieving our collective goals.



Ngā kai o roto

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Nā te Kaunihera o Waihangā Ara Rau From the Waihangā Ara Rau Council

The Council is pleased to present our first Statement of Strategic Direction. This outlines our focus areas and priorities for the construction and infrastructure sectors over the next five years.

Our strategic direction is informed by evidence and insights and addresses the current and future workforce development needs of our industries. We will exercise leadership and influence across the vocational education system to create demonstrable impacts and achieve outcomes. We are committed to engaging with our stakeholders, gathering their insights and feedback through various channels, to ensure their needs are reflected in our strategic objectives.

Waihangā Ara Rau is committed to honouring Te Tiriti o Waitangi, striving to keep Te Tiriti at the forefront of our strategic decision-making.

Together, we are excited about the journey ahead and look forward to working with you towards achieving our goals, addressing the unique needs of our industries and communities, and creating real value for our partners. By honouring Te Tiriti o Waitangi and upholding its principles, we will foster an inclusive and equitable environment, ensuring the success of our industries, our people, and Aotearoa.



Te Ara Whakatōmene

The journey of exploration and discovery

In its first year, Waihanga Ara Rau established its foundations and engaged with industry representatives, key employers, providers, iwi, hapū, and Māori organisations to understand the priorities, challenges, and opportunities for the construction and infrastructure industry and the vocational education ecosystem.

Our journey of discovery and learning is ongoing and embedded in our engagement and research activities, so we respond in a meaningful, impactful, and transformative way.

Over 200 representatives from industry stakeholder groups were consulted to inform our direction during the engagement period, which ran from September 2022 to February 2023. We also sought feedback on our direction via one-on-one engagements.

Key providers and organisations that represent the interests of Māori were consulted in November 2022. Feedback themes were identified, and Waihanga Ara Rau has considered these as part of its annual planning process and deliverables.



Through reaching out and consulting with our industries and their kaimahi, key feedback themes included:



- Address skill shortages and provide more relevant skills for industry.
- Strengthen industry engagement with the vocational education system.
- Increase apprenticeships.



- Better collaboration across the system and alignment with providers, to ensure quality education and training is delivered consistently to a high standard and more tailored to meet the diverse needs.

Waihanga Ara Rau will strive to address these themes and work towards its strategic objectives to provide a strong voice for the industry, and transform the vocational education system to meet current and future workforce development needs.

However, we recognise that we cannot respond to these needs alone. As a collective out of the Reform of Vocational Education, we must work with Te Pūkenga and other key partners to achieve the change our industry needs.

We will continue to strengthen existing relationships, expand our engagement to involve more industry representatives, and use insights gained to inform our advice, product development, and moderation activities.



- Support for attraction and retention in the workforce.
- More workforce diversity and inclusion.
- Better support for Māori and Pacific Peoples, including more culturally appropriate workplaces and pastoral care.



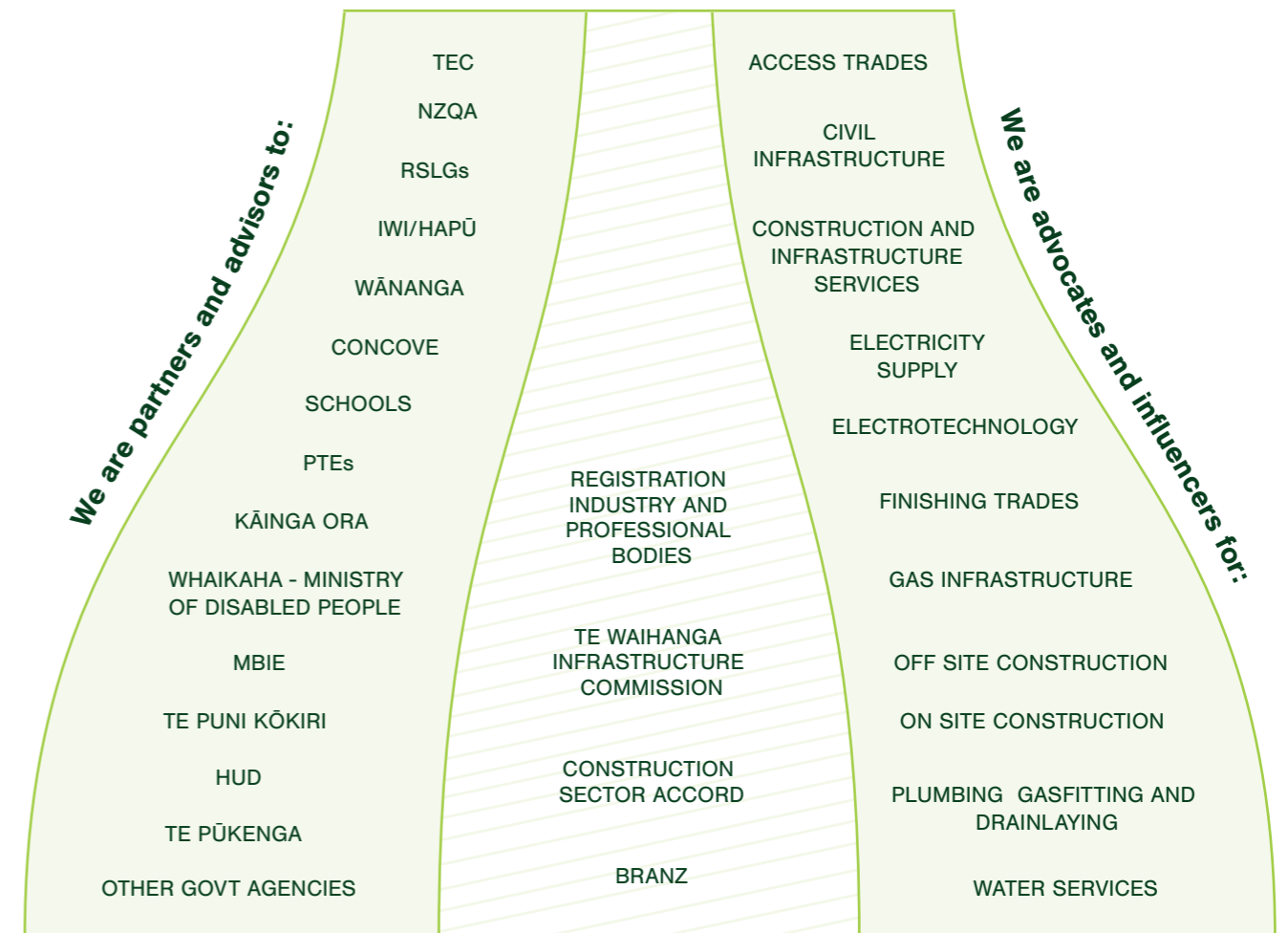
- Improve training and assessment quality.
- Work-ready and supervisory level training.

Te ahumahi Our industry

Waihanga Ara Rau plays a fundamental role in a unified vocational education system that brings together industry and educators to ensure New Zealand’s workforce is fit for today’s needs and tomorrow’s expectations. We ensure our sectors lead and influence the vocational education system and its transformation.

Waihanga Ara Rau represents 11 sectors. We have summarised these in the table below. Our specified industries are listed in Schedule 2 of our [Order in Council](#).

Construction	Industries	Strategic Sectors
	Cranes, scaffolding, rigging, industrial rope access, lifting equipment and exterior cleaning.	Access Trades
	Electrical engineering, electronic engineering, electronic security, electronics engineering technician, marine electrical, structured data, radio transmission, industrial measurement and control, telecommunications.	Electrotechnology
	Painting and decorating, flooring, kitchen and bathroom design, floor and wall tiling, exterior plastering, interior plastering, interior systems.	Finishing Trades
	Concrete production, pre-cast and product manufacture, frame and truss manufacture, timber joinery, architectural aluminium joinery, offsite manufacturing.	Off Site Construction
	Concrete construction, carpentry, stonemasonry, brick and block laying glazing, roofing.	On Site Construction
	Plumbing, gasfitting, drainlaying.	Plumbing, gasfitting, drainlaying
Infrastructure	Industries	Strategic Sectors
	Bitumen surfacing, bitumen plant production, road construction and maintenance, contract and projects management, roadmarking, temporary traffic management, deep piling and foundations, forestry earthworks, demolition, laboratory technician.	Civil Infrastructure
	Electricity generation, electricity transmission, electricity distribution.	Electricity Supply
	Gas reticulation, gas transmission, gas distribution, gas conditioning, LPG storage and handling.	Gas Infrastructure
	Drinking water, stormwater, wastewater, water distribution.	Water Services
Products & Services	Industries	Strategic Sectors
	Quantity surveying, architectural technology and design, asset management, surveying, building information modelling, procurement, building officials and inspection, construction management.	Construction and Infrastructure Services



Our Impacts

Aotearoa NZ is more financially and socially secure because everyone has the opportunity to enjoy success in the vocational sector.	The mahi of Waihanga Ara Rau will impact on all Aotearoa when honouring Te Tiriti o Waitangi.	Industry has the right people in the right numbers, with the right skills, in the right place at the right time.	Current and future workers understand the career pathways available in the Construction and Infrastructure sector.
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Our stakeholder overview depicts how the voice of industry drives our engagements. It summarises our key stakeholders and the nature of our engagement with them and outlines the impacts we aim to achieve through our engagement.

Te Ara Whakamātau

Understanding our industry

This section provides an overview of some of the challenges facing our industry and information on how our industry's workforce, businesses and vocational education is changing over time.

Our hope is that this section will provide valuable insights into our progress and inspire further collaboration and innovation in the future.

Ngā Wero | Challenges:

\$267 billion

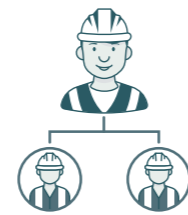
Project Pipeline

The projected pipeline value of Construction & Infrastructure projects, up to 2028, is \$267 billion.



Extreme Weather Events

With Cyclone Gabrielle hitting New Zealand in February 2023, assessments are still being made of the magnitude of the repair and rebuilding work required. Initial estimates suggest about \$6.3b of repair and rebuilding work across the North Island following the cyclone, and the Auckland floods in late January.



Leadership

Retaining skilled workers in the industry requires a focus on enhancing sector leadership capabilities. This can be accomplished by integrating leadership and supervisory training with existing apprenticeship and diversity initiatives.



Projected Labour Supply

All things remaining equal, the average labour shortfall up to 2028, is projected to be approximately 162,000.



Sustainability

Up to 20% of New Zealand's carbon footprint can be attributed to the built environment. Therefore, it is crucial to prioritise raising awareness and knowledge about the significance of taking action, expanding existing programmes, and remaining adaptable to the effects of climate events in the upcoming years.



Gender Diversity

From 2000 to 2021, the gender landscape in this sector has shown that the number of women in employment has increased by 114% over the past 21 years. However, despite this growth, women still only make up 19.5% of the employee population in 2021, which is only a 1% increase from the year 2000.

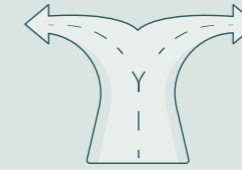
Ngā kōrero matua me ngā whika matua | Key facts and figures

Key facts and figures on businesses, the workforce and vocational education and training:



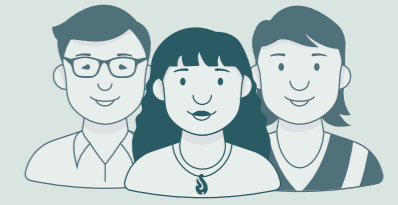
Māori businesses

In the period from 2018 to 2021, there has been a growth of almost 20% in Māori-owned construction companies, rising from 4,009 to 4,797. On the other hand, there has only been a 2% increase in Māori-owned infrastructure businesses, in the same period.



Career changers are vital

In 2021, career changers remained the primary source of workforce supply, accounting for 58% of new entrants.



Changing workforce composition

From 2015 to 2021, the workforce composition changed. The number of European workers decreased by 11%. Māori workers increased slightly by 2% and reached 17% after being stable for several years. The number of Asian workers increased significantly from 9% to 17%. However, European workers still make up a large portion of the workforce (56% in 2021).

86,300 Learners

Learners

Learner numbers have increased significantly since 2019 to 86,300 across levels 1-10 on the NZQF in 2022. While the ethnic distribution of learners at level 4 reflects percentages in the national population, Māori and Pacific learners are overrepresented in study below level 4 and underrepresented in study above level 4, suggesting the need for a focus on progression to higher levels of study. Pre-employment programmes show value in transitioning learners into the trades even if full qualifications are not completed when pre-employment graduates begin working.



Construction sector growth

The construction industry has seen a significant increase in its workforce, with 29% of employees working in the sector for less than a year. Interestingly, both men and women show similar retention rates, indicating that the industry is becoming a popular and attractive option. This could be a contributing factor in the industry's efforts to improve gender diversity.



Productivity

The pipeline of work continues to trend upwards. While there has consistently been a drop around the end of a year, the numbers rise in February. It will be interesting to monitor the project pipeline value as recovery projects from Cyclone Gabrielle come through. A significant supply vs demand gap remains in a tight labour market. However, the opportunity to reduce demand through productivity improvements is a significant impact yet to be realised.

Te Ara ki Tua Our future

The future we want for industry is focused on developing a sustainable and highly skilled workforce that meets the evolving needs of the construction and infrastructure industries, employers, and employees, while honouring Te Tiriti o Waitangi and supporting Māori-Crown relations. This section summarises what we seek to achieve for our industry by 30 June 2024.



Ohu Ahumahi (WDCs) have an agreed approach to iwi engagement and we are establishing relationships with iwi to support their workforce needs.

We have identified and partnered with organisations to lift cultural competency within the industry.

Māori and Pacific Peoples see vocational education that supports their needs.

Industry & groups are fully engaged and support the direction of the Strategic Reference Groups.

Workforce Development Plans are guiding strategy, advice to TEC, qualification development and programme development.

Iwi are aware of career opportunities that exist within their projects.

The Voice of industry including Māori, Pacific Peoples, tāngata whaikaha, and women is visible in our work.

The sector has frameworks for developing leadership capability and preparing the workforce for a sustainable, net-zero economy.

Data and insights are available to support transformational change in vocational education and training and industry.

Waihangatia Te Ara

Our guiding principles and values

Whakataukī | Guiding Principles

Kaua mā te waha pakaru waiho mā te ūpoko māro
| **E leo tele galuega nai lo'o upu**
The deeds we do, carry more weight than the things we say

This whakataukī emphasises that actions are more important than words. Success requires dedication and perseverance, and one must focus on building credibility through service and hard work, rather than empty promises or just talking.

O le tele o sulu e maua ai figota
Our collaborative strength does not come from me alone, but from many

This Samoan proverb recognises the importance of working together harmoniously and fostering powerful, collaborative relationships within a community. By uniting diverse perspectives and leveraging everyone's strengths, a collective force emerges, capable of overcoming obstacles and achieving success.

He toa taumata rau | O nofoaga o toa ma e loto tetele
The place of many brave deeds and courage

This whakataukī advises us that courage and bravery exist within everyone. This encourages us to confront challenges with bravery, vulnerability, and resilience. It emphasizes the importance of embracing personal growth by facing our fears. By leading with vulnerability and embracing inner strength, we can confront the unknown with courage.

Ngā Mātāpono | Values

Our values guide us in our daily lives and decision-making. These are:

Pūmautanga | Enduring Relationships

Building authentic relationships starts with trust and open communication as we create an inclusive work culture to be proud of.

Whakamana | Uplifting our People

We strive to excel in every aspect of our mahi and approach every challenge with a determination to succeed. We acknowledge we carry our own distinct mana determined by our whakapapa. Our differences make us unique.

Kairangi | Excellence

We hold our people in high esteem in pursuit of excellence. We will strive for continuous improvement and look for opportunities to develop our people.

Wero | Re-think / Re-imagine

We are here to re-think and re-imagine what we can do to be transformative. This will inspire us to be innovative and foster the ability to create positive change.

Matatika | Honesty & Integrity

We exemplify our actions with honesty, loyalty, respect, and integrity when performing our day-to-day activities and through our interactions.

Te Ara Waihanga Our Strategic Framework

Te Whakakitenga | Vision

This is the horizon we look to.

A construction and infrastructure sector that enables everyone to reach their potential.

Te Kaupapa | Purpose

Our purpose keeps driving us forward.

Elevating the voice of industry in our vocational education and training system.

Ā mātau kaupapa matua | Core functions

Our core functions are outlined in Section 366 of the Education and Training Act 2020. These are:

Skills Leadership

We identify the skills industry will need, and develop industry-endorsed plans to deliver them.

Qualifications and standard setting

We set standards and qualifications, and shape curriculum on behalf of industry.

Quality assurance

We assure that industry's qualifications are delivered consistently, and to a high standard.

Brokerage

We connect industry with information and advice that supports them to succeed.

Advice

We provide advice to the Tertiary Education Commission on investment in vocational education.

Programme endorsement

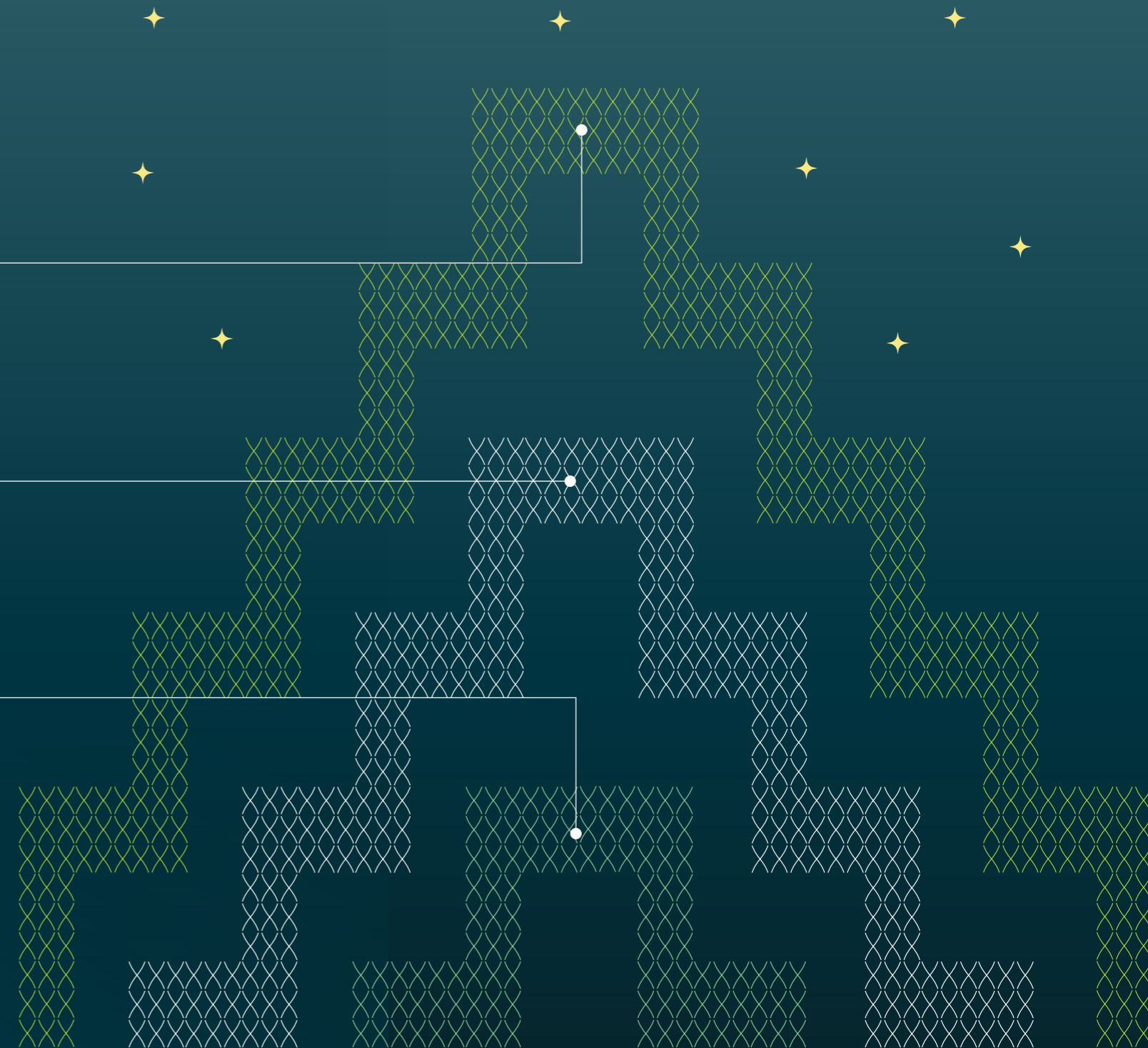
We endorse programmes that lead to industry qualifications.

Advocacy

We work to influence positive change in vocational education on behalf of industry and our community partners.

Ngā pou | Strategic pou

These four pou are foundational in our framework. They are the four pillars that enable us to continually review and correct our direction as needed.



Strategic Pou

Enabling Pou



Pou Tuatahi: Whakahōnore i te Tiriti o Waitangi

We support success for Māori through our engagement, thinking and advice that supports the aspirations of iwi, hapū and their community.



Pou Tuarua: Relationships, Partnerships and Influence

We effectively engage with industry, communities and our other key stakeholders.



Pou Tuatoru: Transforming the workforce

We support an adaptable, diverse and skilled workforce that enables the industry to thrive.



Pou Tuawhā: Operational Excellence

We will ensure Waihanga Ara Rau is set up to successfully achieve its strategic priorities.

Ngā Mātāpono | Values

Pūmautanga
Enduring Relationships

Whakamana
Uplifting our People

Kairangi
Excellence

Wero
Re-think / Re-imagine

Matatika
Honesty & Integrity

Te Ara Whakamua

The road to 2028

What follows is a view of how our strategy fits together across – short (1.5-years), medium (3-years) and long term (5-years).

Our Vision
A construction and infrastructure sector that enables everyone to reach their potential.

Our Focus
Targeted Innovation and Continuous Improvement

July 2026 – June 2028

Our Focus
Effective Partnerships and System Optimisation

July 2024 - June 2026

Our Focus
Quality Relationships and Skills Leadership

June 2023 – June 2024

Short-Term Outcomes (1.5 years)

- Industry understands the role of Waihangā Ara Rau, and how to leverage the organisation.
- Qualifications system products are informed by industry needs.
- Assurance practices and programmes support national consistency and quality learning outcomes.
- We have built relationships with Māori that support greater awareness of career opportunities in our industries and opportunities to train at all levels.
- We have quality relationships with industry and productive partnerships with TEC, RSLGs, Construction Accord, ConCove, industry associations, and education providers.

Medium-Term Outcomes (3 years)

- Increased relationships and enduring partnerships with iwi, hapū, Māori businesses and other Māori stakeholders.
- Industry has the information needed to anticipate and prepare for the future, including improving sustainability and increasing diversity.
- Regulation, procurement and other government policy settings support a sustainable workforce.
- Evidence and advice influences TEC decision making and informs the work of other ministries and agencies.
- Improved consistency and quality of training provision recognised by industry.

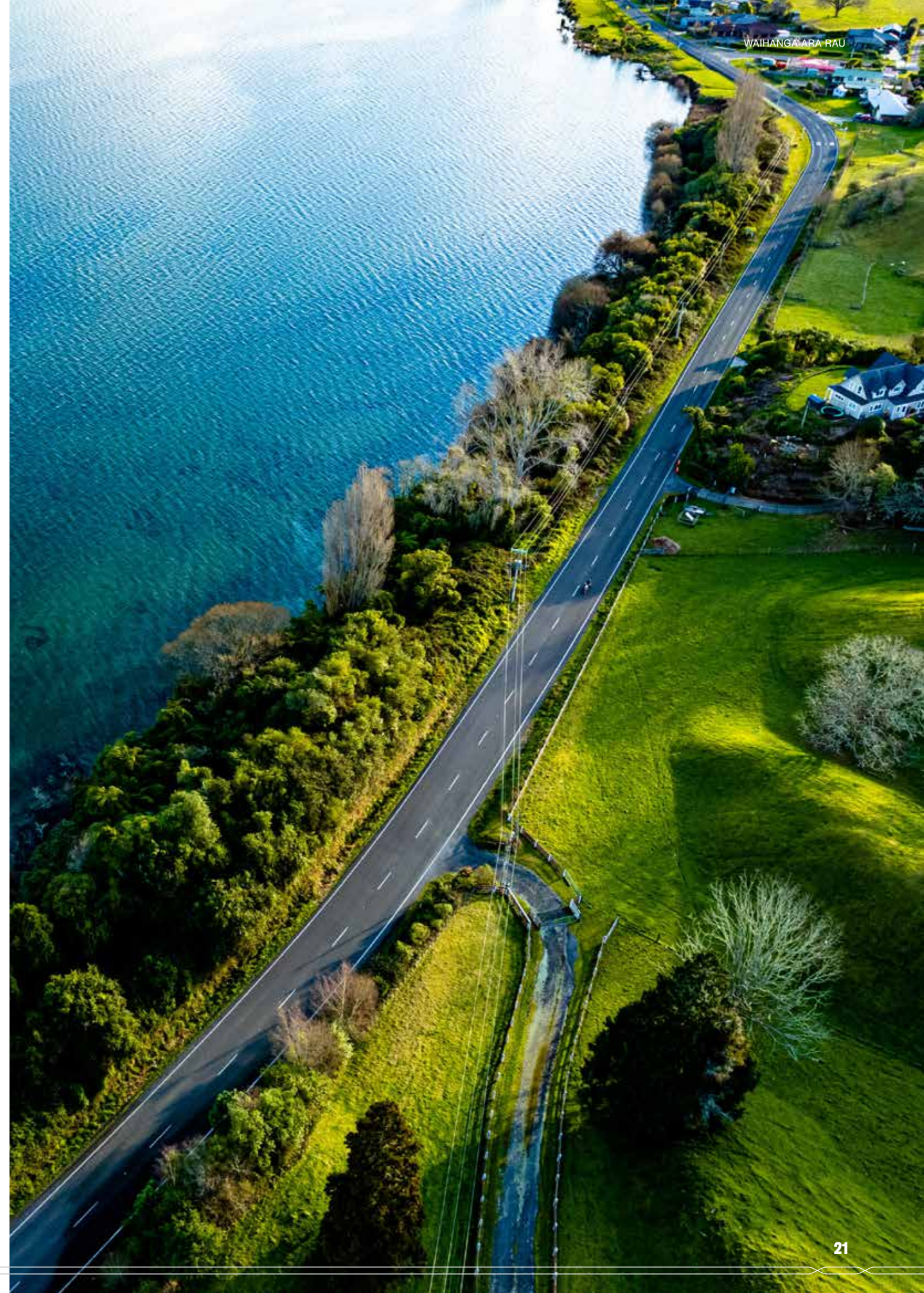
Long-Term Outcomes (5 years)

- Iwi and hapū can create and access relevant education for their business and people.
- The gap between skills supply and demand has narrowed and industry have people with the right skills and qualifications.
- The Construction & Infrastructure sector has greater access to diversity and productivity, sustainability practices, efficiency and innovations due to a highly skilled workforce and improved training outcomes - including progression for Māori.
- Māori workers feel safe to express their culture in the work environment and Mātauranga Māori is valued.
- Priority communities that are underrepresented in our sector (women, people with disabilities, and the gender diverse) see and pursue opportunities in construction and infrastructure, and we are influencing the sector to enable wider industry agility and transformation.

June 2022 – June 2023 | Our Focus

Founding and establishing Waihangā Ara Rau

● Completed ● WIP ● Planned



Te Ara ki Angitu

Our goals

Our strategic priorities

Our strategic priorities are Waihanga Ara Rau’s more targeted whāinga (objectives) under each of our four pou (pillars). These will likely evolve over the 5-year period as we gather insights, deepen our relationships and realise success along the way. These are:

Strategic Pou

Enabling Pou



Whakahōnore i te Tiriti o Waitangi

Whāinga Tuatahi: Cultural capabilities and progressive career pathways

We will support industry to enhance their cultural capability and encourage progressive career pathways that attract Māori to the workforce and retain them.

Whāinga Tuarua: Māori achieving success as Māori

We will build relationships with iwi and Māori businesses, to enable better support for kaimahi Māori to achieve success as Māori.



Relationships, Partnerships & Influence

Whāinga Tuatoru: Industry trust and confidence

We will build credibility with industry and other stakeholders through relationships that support us in addressing the issues that matter to them.

Whāinga Tuawhā: Industry and system performance

We will collaborate across the vocational education, construction, and infrastructure sector to lift industry and system performance.



Transforming the Workforce

Whāinga Tuarima: Evidence-informed advice and education products

We will generate data and insights to inform and advise the sector, guide sound investment in vocational education and build education products that deliver relevant skills.

Whāinga Tuano: Continuously improving the quality of training

We will use assurance, qualifications, and advice to continuously improve the quality, relevance and accessibility of training for ākonga and employers.

Whāinga Tuawhitu: Future-focused pathways

We will develop future-focused qualification pathways that support the industry to lift productivity, improve industry and environmental sustainability and prepare for the future.

Whāinga Tuawaru: Inclusion and success

We will act as an advocate and broker to encourage an environment where all people including Māori, women, Pacific People and tāngata whaikaha can succeed and progress in the sector’s workforce.



Operational Excellence

Whāinga Tuaiwa: Productive and engaged people

We will build and maintain a diverse, capable and high performing team at Waihanga Ara Rau.

Whāinga Tuangahuru mā tahi: Effective systems and continuous improvement

We will embed effective systems and tools that enable collaboration, continuous improvement and delivering outcomes within and with Waihanga Ara Rau.



Te Ara Whakaniko

How it all comes together

Our targeted whāinga or objectives for each Pou



Pou Tuatahi: Whakahōnore i te Tiriti o Waitangi

Whāinga Tuatahi: Cultural capabilities and progressive career pathways

We will support industry to enhance their cultural capability and encourage progressive career pathways that attract Māori to the workforce and retain them.

Whāinga Tuarua: Māori achieving success as Māori

We will build relationships with iwi and Māori businesses, to enable better support for kaimahi Māori to achieve success as Māori.

The outcomes we seek:

Short term

We have built relationships with Māori that support greater awareness of career opportunities in our industries and more opportunities to train at levels.

Medium term

Iwi, hapū and other Māori partners value us as a key partner for improving the relevance and accessibility of construction and infrastructure education for their people.

Long term

Māori workers feel safe in the work environment and are encouraged to express their knowledge of mātauranga Māori.

Actions we will prioritise to lead to the achievement of these outcomes:

- We will advocate for the inclusion and success of Māori businesses and Māori learners.
- We will develop a cultural competency plan with the construction and infrastructure sector.
- We will develop and implement iwi and hapū relationship plans and foster pathways for Māori.
- We will provide advice and brokerage to iwi/hapū for significant infrastructure and construction projects.

What we will measure:

Measures	Target Short-Term	Target Med-Term	Target Long-Term
Number of enduring partnerships with iwi and hapū, focused on improving outcomes for Māori	4	8	13
Number of initiatives implemented that reflect our collaborative model(s) with iwi, industry, schools, providers and Government Agencies	-	8	15



Pou Tuarua: Relationships, Partnerships and Influence

Whāinga Tuatoru: Industry trust and confidence

We will build credibility with industry and other stakeholders through relationships that support us in addressing the issues that matter to them.

Whāinga Tuawhā: Industry and system performance

We will collaborate across the vocational education, construction, and infrastructure sector to lift industry and system performance.

The outcomes we seek:

Short term

We have quality relationships with industry and productive partnerships with NZQA, TEC, RSLGs, unions, ConCove, and education providers. Industry understands how to leverage Waihanga Ara Rau to achieve its vocational education goals.

Medium term

We have increased relationships and enduring partnerships with iwi, hapū, Māori businesses and other Māori stakeholders.

Long term

The Construction & Infrastructure sector has high confidence in Waihanga Ara Rau and believes it delivers value and is having an impact.

Actions we will prioritise that lead to the achievement of these outcomes:

- We will strengthen our systematic engagement with industry, iwi, hapū, RSLGs, Pacific Peoples, women and tāngata whaikaha.
- We will establish and support Strategic Reference Groups for each of our sectors, ensuring there is appropriate representation for Māori and other priority groups.
- We will Engage with providers to lift quality and improve system responsiveness.

What we will measure:

Measures	Target Short-Term	Target Med-Term	Target Long-Term
The industry voice is heard, and Waihanga Ara Rau is taking appropriate action in response to feedback and insights	–	80% of industry survey respondents agree or strongly agree	85% of industry survey respondents agree or strongly agree
Industry confidence that Waihanga Ara Rau leadership is stronger and more impactful in the VET system.	75% of industry survey respondents are confident or very confident	80% of industry survey respondents are confident or very confident	85% of industry survey respondents are confident or very confident



Pou Tuatoru: Transforming the Workforce

Whāinga Tuarima: Evidence-informed advice and education products

We will generate data and insights to inform and advise the sector, guide sound investment in vocational education and build education products that deliver relevant skills.

Whāinga Tuaono: Continuously improving the quality of training

We will use assurance, qualifications, and advice to continuously improve the quality, relevance and accessibility of training for ākonga and employers.

Whāinga Tuawhītu: Future-focused pathways

We will develop future-focused qualification pathways that support the industry to lift productivity, improve industry and environmental sustainability and prepare for the future.

Whāinga Tuawaru: Inclusion and success

We will act as an advocate and broker to encourage an environment where all people including Māori, women, Pacific People and people with tāngata whaikaha can succeed and progress in the sector's workforce.

The outcomes we seek:

Short term

Assurance practices and qualification products are supporting national consistency and quality learning outcomes. Qualification pathways are closely informed by current and future industry needs.

Medium term

Our data, insights and advice are influencing TEC decision-making and informing the work of other ministries and agencies.

Our work is providing information and qualification pathways that support industry to prepare for a technologically enabled, sustainable and diverse future. Industry recognises that the consistency and quality of training has improved.

Long term

The Construction & Infrastructure sector has greater access to diversity and productivity, sustainability practices, efficiency and innovations due to a highly skilled workforce and improved training outcomes - including progression for Māori.

The gap between skills supply and demand has narrowed and industry has people with the right skills and qualifications.

Priority communities that are underrepresented in our sector (women, people with tāngata whaikaha and gender diversity) see and pursue career opportunities in Construction and Infrastructure.



Actions we will prioritise to lead to the achievement of these outcomes:

- We will explore opportunities for simplification in the vocational education system.
- We will generate strategy and insights with our strategic sectors, Māori and Pacific Peoples to support investment and action on workforce issues and opportunities.
- We will develop fit-for-the-future qualifications and micro-credentials that support flexible pathways and meet emerging needs.
- We will build on our partnerships in the inclusion and diversity space and identify further opportunities for action.
- We will investigate opportunities to strengthen onsite leadership capability in the Construction & Infrastructure sector.
- We will investigate the skills needed to support an environmentally sustainable Construction & Infrastructure sector.



What we will measure:

Measures	Target Short-Term	Target Med-Term	Target Long-Term
Relevant industry representatives surveyed, have confidence that graduates will have the relevant skills	60% of industry survey respondents agree or strongly agree	70% of industry survey respondents agree or strongly agree	85% of industry survey respondents agree or strongly agree
Industry indicates that the national consistency and quality provision of training is improving	–	70% of industry survey respondents agree or strongly agree	85% of industry survey respondents agree or strongly agree
Number of new and reviewed products implemented that reflect our industry-informed advice to TEC	–	30	75
Representatives of Māori, Pacific People, Tāngata Whaikaha, and Women indicate that our work is contributing to positive change in the Construction & Infrastructure industry	–	60% of respondents agree or strongly agree	75% of respondents agree or strongly agree



**Pou Tuawhā:
Operational Excellence**

Whāinga Tuangahuru: Productive and engaged people

We will build and maintain a diverse, capable and high performing team at Waihanga Ara Rau.

Whāinga Tuangahuru mā tahi: Effective systems and continuous improvement

We will embed effective systems and tools that enable collaboration, continuous improvement and delivering outcomes within and with Waihanga Ara Rau.

The outcomes we seek:

Waihanga Ara Rau has a high performing, capable, diverse and engaged team. Our people have the correct information, innovative systems and tools to undertake their work effectively.

Actions we will prioritise to lead to the achievement of these outcomes:

- We will develop and implement our people plan to support a diverse, capable and high-performing team who are proud to work at Waihanga Ara Rau.
- We will continuously improve our operating environment, systems, processes and controls to enable success.
- We will raise awareness of our organisation to ensure industry and key stakeholders know who we are and what we can do for them.

What we will measure:





Measures	Target Short-Term	Target Med-Term	Target Long-Term
Employee Engagement Score	3.75 (75)	4 (80)	4 (80)
Maturing systems and controls as evidenced by annual audit	< 5 high rated issues/findings	< 4 high rated issues/findings	<3 high rated findings/issues



Te Ara Momoho

Summary of our success measures

What we will measure to help us understand if the work we are doing is having an impact and we are achieving success, is:

Strategic Pou	Measures	Target Short-Term	Target Med-Term	Target Long-Term
Pou Tuatahi: Whakahōnore i te Tiriti o Waitangi				
	Number of enduring partnerships with iwi and hapū, focused on improving outcomes for Māori	4	8	13
	Number of initiatives implemented that reflect our collaborative model(s) with iwi and hapū, industry, schools, providers and Government Agencies	–	8	15
Pou Tuarua: Relationships, Partnerships & Influence				
	The industry voice is heard, and Waihanga Ara Rau is taking appropriate action in response to feedback and insights	–	80% of industry survey respondents agree or strongly agree	85% of industry survey respondents agree or strongly agree
	Industry confidence that Waihanga Ara Rau leadership is stronger and more impactful in the VET system	75% of industry survey respondents are confident or very confident	80% of industry survey respondents are confident or very confident	85% of industry survey respondents are confident or very confident
Pou Tuatoru: Transforming the workforce				
	Relevant industry representatives surveyed, have confidence that graduates will have the relevant skills	60% of industry survey respondents agree or strongly agree	70% of industry survey respondents agree or strongly agree	85% of industry survey respondents agree or strongly agree
	Industry indicates that the national consistency and quality provision of training is improving	–	70% of industry survey respondents agree or strongly agree	85% of industry survey respondents agree or strongly agree
	Number of new and reviewed products implemented that reflect our industry-informed advice to TEC	–	30	75
	Representatives of Māori, Pacific People, Tāngata Whaikaha, and Women indicate that our work is contributing to positive change in the Construction & Infrastructure industry	–	60% of respondents agree or strongly agree	75% of respondents agree or strongly agree
Enabling Pou				
Pou Tuawhā: Operational Excellence				
	Employee Engagement Score	3.75 (75)	4 (80)	4 (80)
	Maturing systems and controls as evidenced by annual audit	< 5 high rated issues/findings	< 4 high rated issues/findings	<3 high rated findings/issues

Papakupu Glossary

The table below, outlines what the key terms, acronyms and abbreviations mean throughout this document.

Terms/Abbreviations	Definition/Meaning
Concove	Construction Centre of Vocational Excellence
Hapū	Tribe/sub-tribe
HUD	Ministry of Housing and Urban Development
Iwi	A large group of people descended from a common ancestor and associated with a distant territory
Kaimahi	Staff
Mahi	Work
Mātauranga	Knowledge, wisdom and understanding
MOE	Ministry of Education
MBIE	Ministry of Business, Innovation and Employment
Motu	Country
NAWIC	National Association of Women in Construction
NZQA	New Zealand Qualifications Authority
Order in Council	What functions the Council performs in specified industries
PTES	Private Training Establishments
RSLGS	Regional Skills Leadership Groups
SRG	Strategic Reference Group
Tāngata	People
Tāngata whaikaha	People with disabilities
TEC	Tertiary Education Commission
VET	Vocational Education and Training (education for work, including apprenticeships and pre employment training)
Wānanga	A tertiary institution that caters for Maori learning needs, established under the Education Action 1990
Whāinga	Objectives
Whakahōnore	To honour
Whakatauki	A proverb, significant saying
Whenua	Land



WAIHANGA ARA RAU
Construction and
Infrastructure
Workforce Development Council