



Waihanga Ara Rau

OPERATIONAL PLAN 2024-26



WAIHANGA ARA RAU
Construction and
Infrastructure
Workforce Development Council

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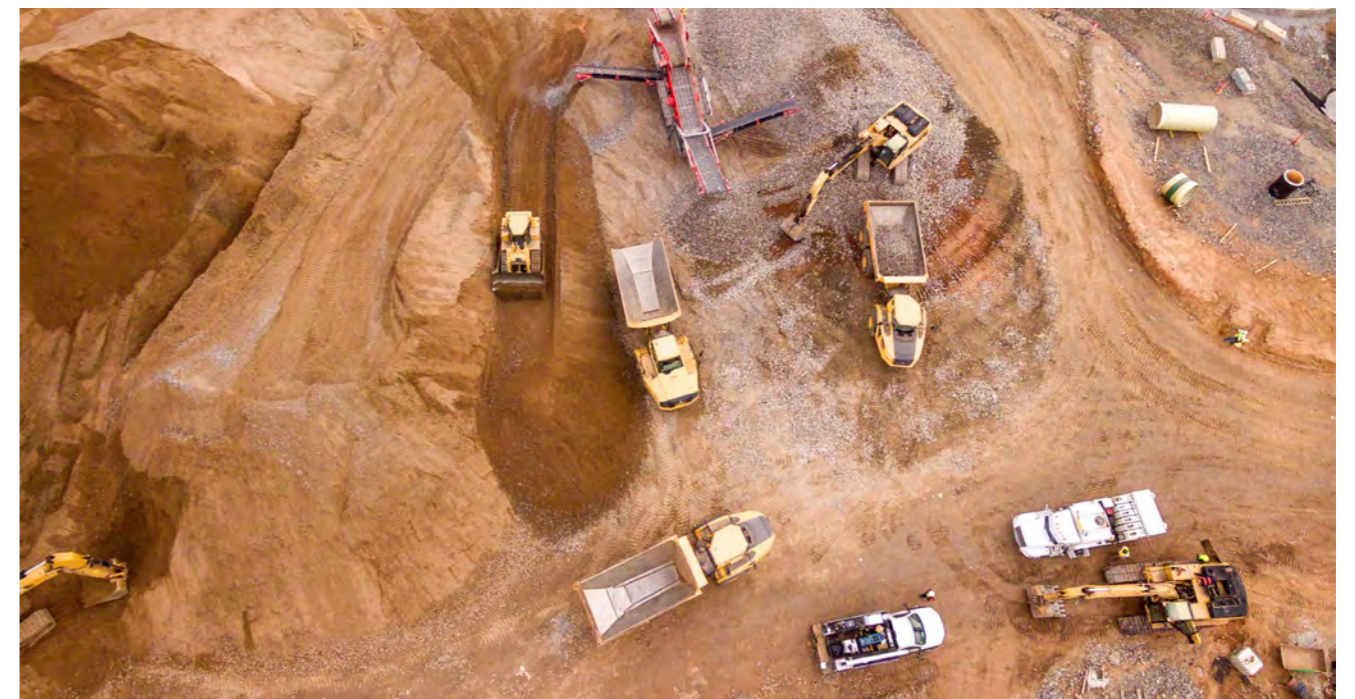
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01

FROM THE CO-CHAIRS

We are pleased to present our third Operational Plan, which covers the two years from 1 July 2024 to 30 June 2026.

As the voice of the construction and infrastructure industry in vocational education, we continue to engage with our industry stakeholders to ensure their insights and aspirations inform our overall focus, qualifications development, assurance, skills leadership, and advice. This will ensure we achieve the shared goal of having a well-functioning vocational education and training system that meets the current and future needs of the construction and infrastructure workforce.

We have a crucial role in workforce planning for our sector, ensuring a skilled workforce is available so that significant construction and infrastructure projects such as hospitals, housing, water and electricity projects are completed on time, on budget and to a high standard.

We are proud of the work the team has achieved to date and look forward to the next phase, where our focus is on creating positive impacts for our industries.



Elena Trout

Co-Chair
Tiamana Tairua



John Chapman

Co-Chair
Tiamana Tairua

02

FROM THE CHIEF EXECUTIVE

I'm excited to lead the organisation into our third year of operation. The following two years are about creating positive impacts for the construction and infrastructure sector and its workforce development needs.

We've worked hard to understand our industries and their challenges. In the 2023 calendar year, we conducted 1,200 engagements across the motu. Over 50% of these engagements were with industry and industry associations. This was followed by training providers (21%) and Government organisations (10%). We will continue to build on our engagements to ensure we stay on top of industry needs and that our mahi (work) is focused on the areas where we can achieve the most significant impacts.

I am proud of the team we've built at Waihanga Ara Rau and what we've achieved since we started operating in 2021. In the last 12 months, some of our key achievements included:

- Delivered our industry-informed advice to the Tertiary Education Commission (TEC) relating to its investment decisions for delivery and mix of training provision.
- Registered the very first skill standard for Manufacturing Flooring Cassettes.
- Developed new micro-credentials in Steel Fixing and Temporary Traffic Management.
- Delivered the 'Thriving People, Thriving Industry' Workforce Summit with over 300 people from across our industries in attendance.
- Established Strategic Reference Groups for all 11 sectors as crucial mechanisms for gaining insights and representation of the industry voice.
- Launched the Workforce Development Plan website (workforce.nz), which has information on all

11 Strategic Industry Sectors, with newly developed information on four sectors (Finishing Trades, Access Trades, Construction & Infrastructure Services and Civil Infrastructure).

- Enhanced the Workforce Information Platform (wip.org.nz) with additional industry, employment, training and pathway information.

Toward the end of 2023, we also finalised our [Statement of Strategic Direction 2023-2028](#). This document outlines the key things Waihanga Ara Rau will focus on over the next five years. It is also used to guide the development of our Operational Plans.

We are well-governed, and our operating environment continues to mature. Along with a competent and high-performing team, we are well set up to succeed for the benefit of the construction and infrastructure industry.

We look forward to continuing to build quality relationships with our industry partners and other key stakeholders.

Nga mihi nui



Philip Aldridge

Chief Executive
Te Tumu o Waihanga Ara Rau



03

WHO WE ARE AND WHAT WE DO

3.1 We are the Workforce Development Council for the construction and infrastructure industry

Waihanga Ara Rau Construction and Infrastructure Workforce Development Council (our Council) was legally established in October 2021 under the Education and Training Act 2020. We are working to make the vocational education sector more effective, and through our Orders in Council a remit to be the voice of the construction and infrastructure industry.

Our vision is to have a construction and infrastructure sector that enables everyone to reach their potential. Our name, Waihanga Ara Rau, means *creating and building many pathways within construction and infrastructure*.

Our role helps the construction and infrastructure sector thrive by ensuring it has the people with the skills to get the job done right. We achieve this by working with industry and employers to understand the needed current and future skills.

We share industries' feedback and available data and use it to create and monitor skill standards for vocational education, advise the Tertiary Education Commission about their investments, and make recommendations to education and training providers. This ensures that learning programmes give people relevant skills to address future workforce issues and skills gaps.

We have a crucial role in ensuring a skilled workforce is available to ensure that significant construction and infrastructure projects such as hospitals, housing, water and electricity are completed on time, on budget and to a high standard.

Some of our essential functions include:

- Developing and maintaining 2,700 industry training standards and 141 qualifications so they are relevant and current.
- Endorsing programmes and moderating learner assessments (across 80 education providers and 300 schools) so that industry can trust the qualifications.
- Advising the Tertiary Education Commission on its investment in vocational education and training so that funding is directed to programmes that meet industry needs.
- Supporting Career Services to help attract people to our industries.
- Leading sector-wide coordination across industry and Government to meet workforce needs.
- Partnering with industry helps to solve broader workforce challenges.

We also:

- Research and analyse our industries and their workforce to understand the issues and challenges they face, whether current or anticipated.
- Develop workforce plans and strategies with our industries, where we can plan on a whole-of-industry basis and on a longer timeframe (up to 15 years).
- Work with industry to develop guidance and toolkits to support improved training, upskilling, workforce retention, and sustainability.
- Support significant projects or programmes with workforce analysis and strategies and work with industry bodies to mobilise the necessary people.
- Provide advisory and brokerage services to connect, mobilise and support industry so it can meet its skills needs.

See more about what we do, including our core legislative functions, in [section 7](#) of this Plan.

04

OUR INDUSTRY

4.1 Our Council represents 57 industries across 11 strategic sectors

We work with these industries, their employers, employees, and iwi and Māori organisations to help them with present and future skills gaps. We provide skills leadership and use data and insights to improve the skills pipeline. We develop industry qualifications, set industry standards, and assess training provision against these industry standards.

Construction

Strategic Sectors	Industries
Access trades	Cranes, scaffolding, rigging, industrial rope access, lifting equipment and exterior cleaning.
Electrotechnology	Electrical engineering, electronic engineering, electronic security, electronics engineering technician, marine electrical, structured data, radio transmission, industrial measurement and control, telecommunications.
Finishing trades	Painting and decorating, flooring, kitchen and bathroom design, floor and wall tiling, exterior plastering, interior plastering, interior systems.
Off site construction	Concrete production, pre-cast and product manufacture, frame and truss manufacture, timber joinery, architectural aluminium joinery, offsite manufacturing.
On site construction	Concrete construction, carpentry, stonemasonry, brick and block laying, glazing, roofing.
Plumbing, gasfitting and drainlaying	Plumbing, gasfitting and drainlaying.

Infrastructure

Strategic Sectors	Industries
Civil Infrastructure	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.
Electricity Supply	Electricity generation, electricity transmissions, electricity distribution.
Gas Infrastructure	Gas reticulation, gas transmission, gas distribution, gas conditioning, LPG storage and handling.
Water Services	Drinking water, stormwater, wastewater, water distribution networks.

Construction & Infrastructure Services

Strategic Sectors	Industries
Construction & infrastructure services	Quantity surveying, architectural technology and design, asset management, surveying, building information modelling, procurement, building officials and inspection, construction management.

4.2 Our industries are facing many challenges

The industry is grappling with several trends, including:



The need to strengthen infrastructure rebuild and transport infrastructure.



Seventy-two percent of construction businesses say that skills shortages are the biggest challenge.



Increasing demand for weather-related remediation and resilience.



We are not training a large enough pipeline of people. This includes professionals, technicians and tradespeople in all sectors.



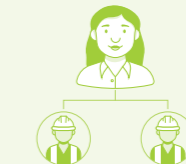
The rapid pace but uneven uptake of technological change.



Retention levels are low, with over half of new entrants departing within two years of joining the industry.



The shift to off-site construction, manufacturing and assembly.



We are not training enough leaders and business managers who can drive change and develop the industry.



The transition to carbon neutrality and the expectation of more sustainable practices across all sectors.



Diversity – more businesses than ever recognise that a diverse workforce is good for performance and extends the talent pool.



The continued departure of staff to Australia where average weekly earnings are about a third higher than in New Zealand.



A boom-and-bust pattern to work continues, with low levels of certainty around the pipeline.



Career pathways need improving, and industry would like to see increased awareness of the sector and the trades and an increased focus on teaching STEM subjects in schools.

Our industries need a skilled domestic workforce to meet these challenges and other future needs.

Sub-sector challenges

Water	
Substantial investment deficit in water assets; 25% of waste water plants not compliant.	
Estimated workforce shortfall	6,000 to 9,000 over next 30 years
Low qualifications	59% have no relevant qualification listed with employer

Plumbing, Drainlaying and Gasfitting	
High demand across the country, with an aging workforce, plus vital to cyclone recovery, housing shortage.	
Estimated workforce shortfall	Estimated 5,000 current shortfall
Apprentices	Over 1,200 at least 2 years late in gaining qualification

Electricity Services Industry	
As much new generation capacity is needed in the next 15 years as was built in the last 40.	
Estimated workforce shortfall	700 p.a. (engineers, technicians and tradespeople)
Aging workforce	25% aged 55+

Civil Infrastructure	
Increased investment and recovery from North Island weather events is driving a growing workforce shortage.	
Estimated workforce shortfall	Supply-demand gap of over 9,000 in early 2024
Apprentices /level 4 learners	3,900 in 2022

Construction	
Growing workforce shortfall over the last three years.	
Estimated workforce shortfall	Supply-demand gap (consents vs workforce) of over 300,000 in early 2024
Apprentices/level 4 learners	53,000

Addressing these challenges is essential to meet New Zealand’s housing, infrastructure, and climate resilience ambitions. This will require persistent action from many parties – schools, the vocational education and training system, WDCs and above all, the industry – consistently over many years to build stronger pipelines of potential recruits and to retain them in the industry.



4.3 Quantitative analysis and evidence of the challenges

Our industries represent 15% of the New Zealand economy.

They are central to meeting the challenges we face with the housing shortage, our infrastructure deficit, reconstruction following natural disasters, and growing climate resilience.

406,165

Total workforce 2022. This is 15% of the total New Zealand workforce in 2022 (Infometrics).

98,256

The number of business units operating in the construction and infrastructure sector in 2022 (Infometrics).

76,815

The number of sub degree learners in the construction and infrastructure sector in 2022 (TEC).

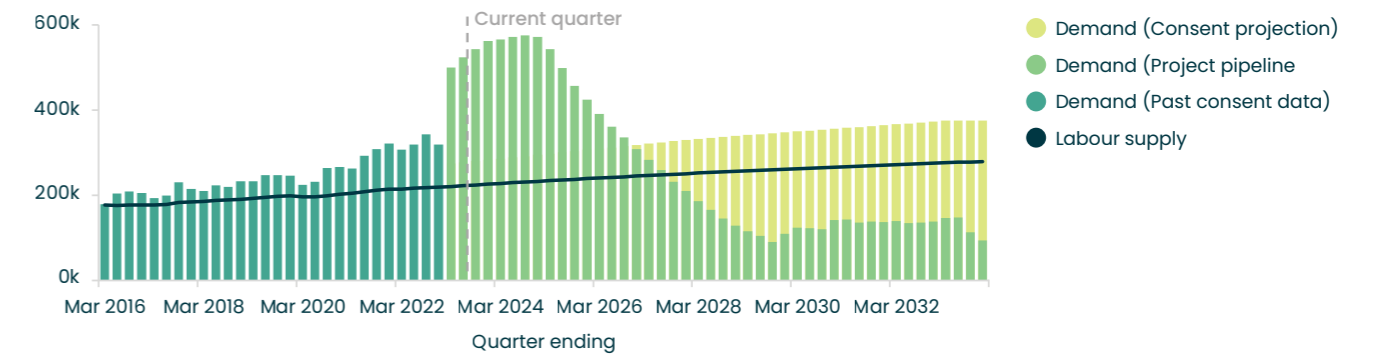
\$52B

GDP contributed by the construction and infrastructure sector in 2022 14% of the national total (Infometrics).

Labour supply has lagged consent demand for many years.

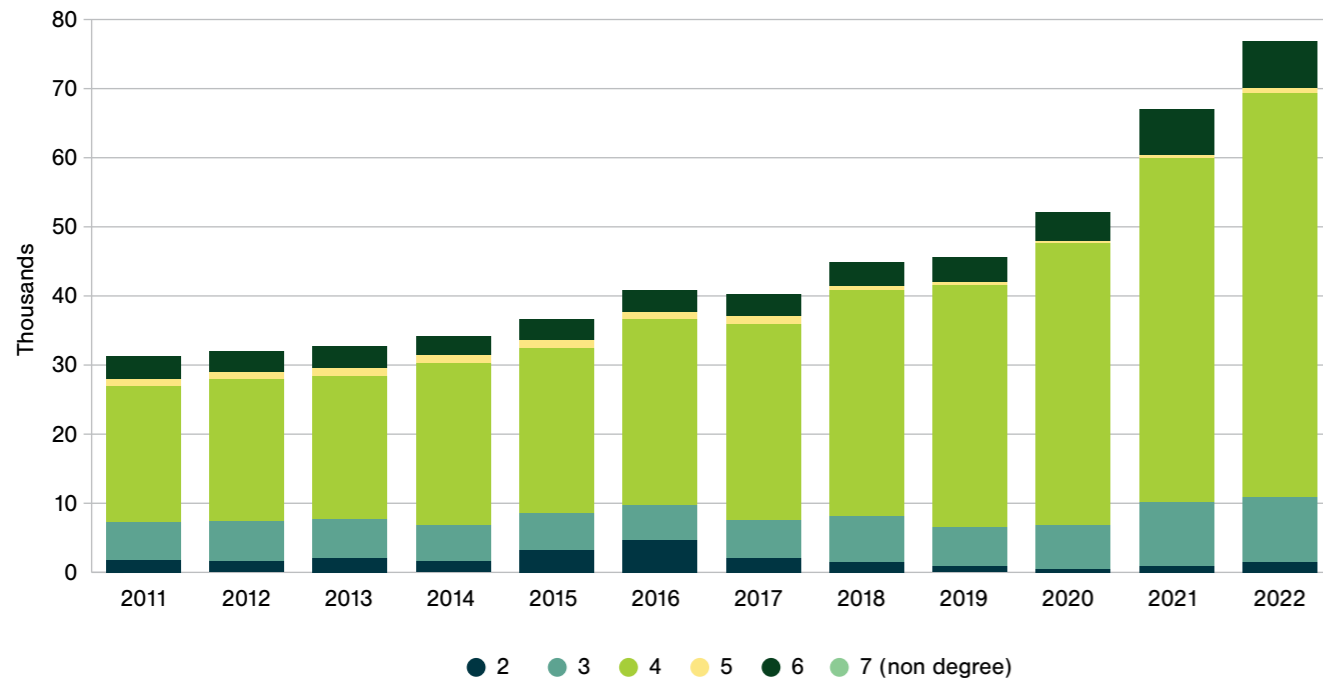
This gap has been growing quickly during the last three years.

Number in Workforce



Learner numbers over time by level of study

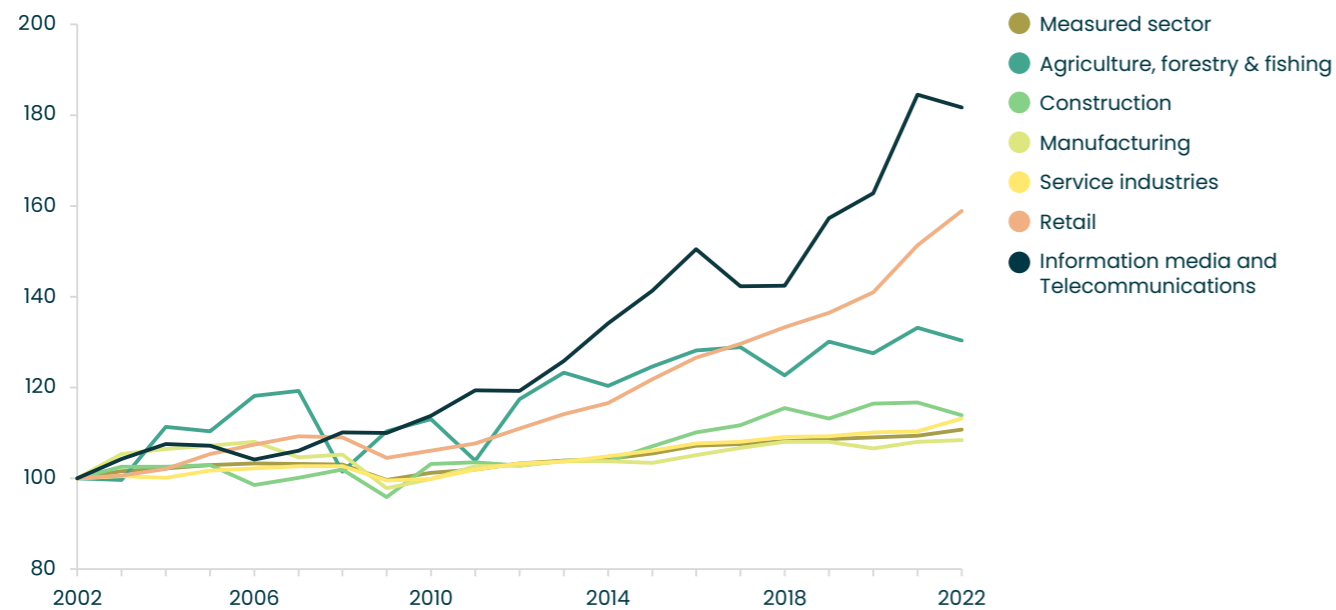
Learner numbers have continued to build over time, however, preliminary results for 2023 showed a decrease in numbers driven in part by the removal of the Targeted Training and Apprenticeship Fund programme though the Apprentice Boost programme has remained.



Productivity growth has been poor for the last twenty years.

Multifactor productivity growth has been similar to the New Zealand average, less than 1% per annum, and significantly lags other major sectors of the economy (e.g. primary, IT and telecoms, retail). The sector has grown by adding people using the same technologies as before. Being such a fragmented industry, this has proven problematic to change.

Multifactor Productivity Growth (2002 = 100)



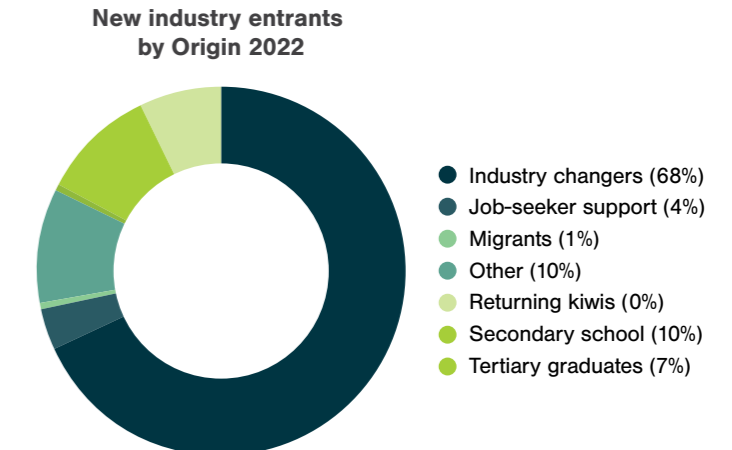
The makeup of the workforce is slowly changing.

Businesses have been recruiting more widely than the traditional construction and infrastructure labour pool (Pākeha men). Compared to 2015, the current workforce is slightly younger and more ethnically diverse. Overall, the number of women in training has grown 700% between 2012 and 2022, however the percentage of women in trade and technical roles is still much lower than the 18% figure shown for participation of women in all roles below. As an indication, the percentage of women in sub degree training in the wider construction and infrastructure sector has increased from 2.8% in 2012 to 9.1% in 2022. Looking at 'on site construction' as a subset representing 50% of all sub degree learners, this has grown from 0.7% in 2012 to 5.7% in 2022.



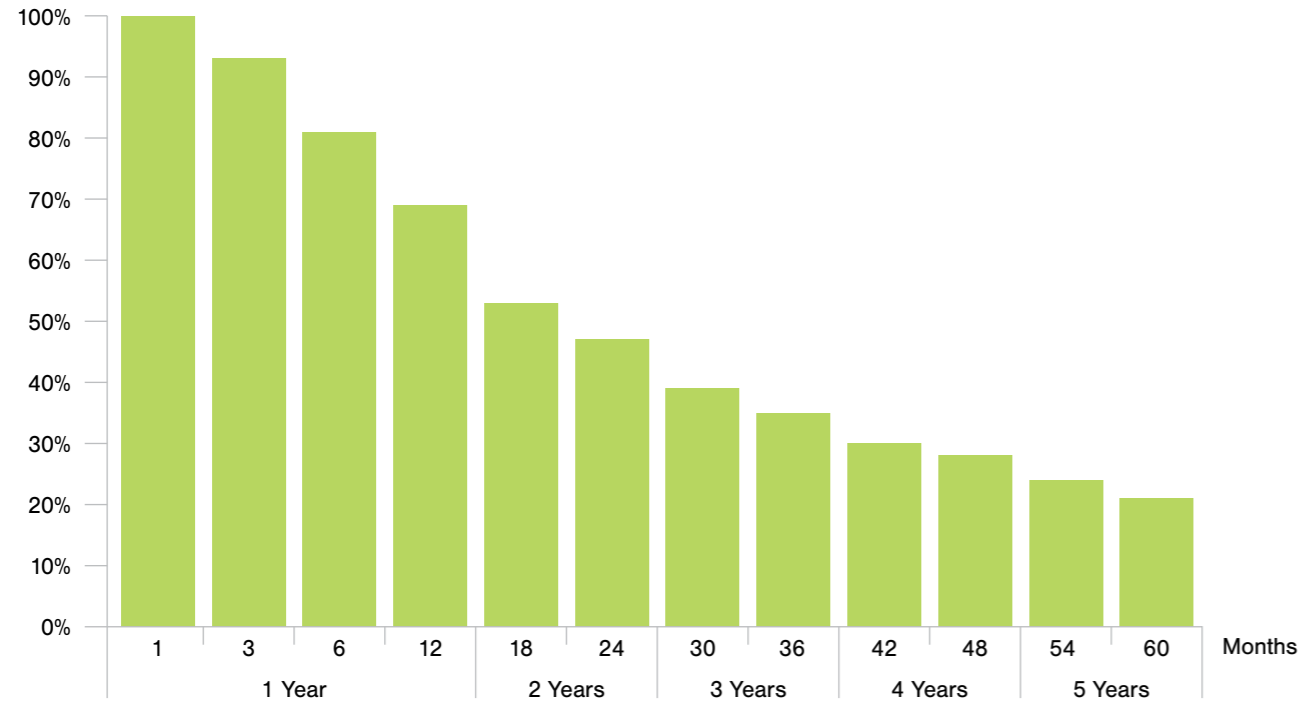
Most new workers are career changers.

The industry attracted over 80,000 new entrants in 2021. The majority were career changers (i.e. from other industries), not from schools or the tertiary education system).



Industry struggles to keep its workforce.

Over half of new employees exit the industry within two years of joining. Most departing people pursue opportunities in different industries rather than leaving the country. Given its skills shortages, industry is already looking beyond the traditional recruitment pools and will need to do this more.



To deliver on the country’s priorities for housing, infrastructure, and resilience, we are helping address the following critical workforce issues across all our industries:

Retention – reducing the drop-out rates from our industry requires addressing.

Career development and progression – providing and explaining clear pathways and opportunities that will lead people to stay in the industry.

Mental health and wellbeing – helping businesses understand and support employees’ needs.

Business management skills – improving the knowledge and skills of owners and managers to create successful businesses.

Leadership – improving capability across the sector to help them retain and up-skill their people.

Work-readiness – helping the school and vocational education and training system instil life skills and business disciplines in learners, as well as the necessary technical learning.

Attracting talented people to join our industries and showcasing the many worthwhile and varied career opportunities more widely.

Productivity increases when we have more qualified professionals in the workforce.



05

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

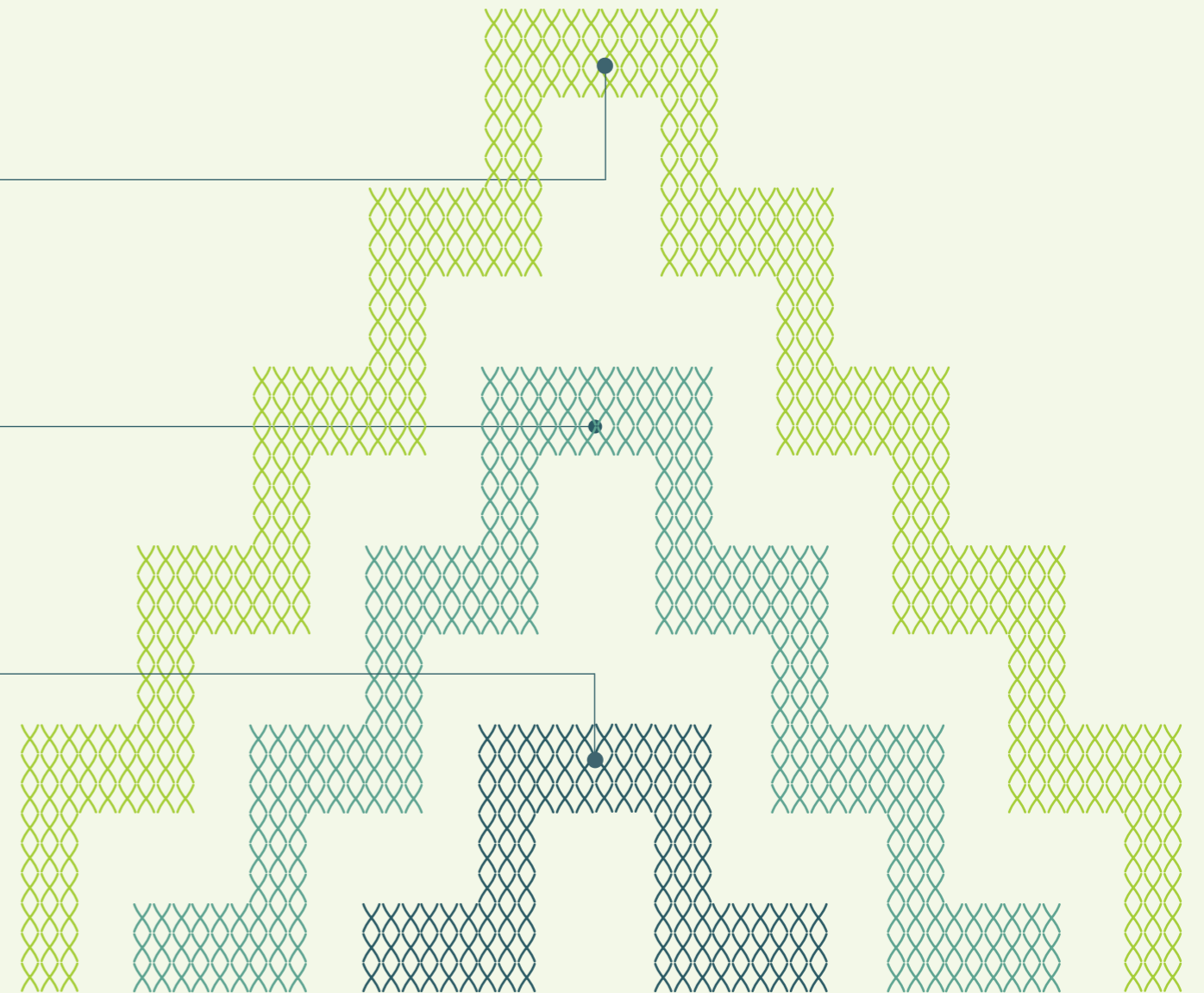
We endorse programmes that lead to industry qualifications.

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.



Ngā Pou | Strategic Pou



Pou Tuatahi: Relationships, Partnerships and Influence
We effectively engage with industry, communities and our other key stakeholders.



Pou Tuarua: Qualifications and Assurance
We will continually improve qualification pathways and the quality of training for all ākonga.



Pou Tuatoru: Operational Excellence
We will ensure Waihanga Ara Rau is set up to successfully achieve its strategic priorities.



Pou Tuawhā: 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.

Ngā Mātāpono | Values

Pūmautanga
Enduring Relationships

Whakamana
Uplifting our People

Kairangi
Excellence

Wero
Re-think/Re-imagine

Matatika
Honesty & Integrity

06

OUR PRIORITIES

6.1 What we commit to deliver during the next two years



Pou Tuatahi – Relationships, Partnerships and Influence

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

Priority Area	Focus Areas and Deliverables	Outcomes	Success Measures
We will strengthen our engagement with industry, Māori, Pacific Peoples, women and tāngata whaikaha.	Deliverables Build and maintain strong relationships with key industry groups, employers, Māori, and others.	Ongoing	Industry understands how to leverage Waihangā Ara Rau to achieve vocational education goals.
	Build and strengthen relationships across networks for Māori and Pacific businesses, tāngata whaikaha, women and other underrepresented groups to ensure their voices influence the direction of vocational education in our sector.	Ongoing	Assurance, qualifications products, and WDPs meet the aspirations of Māori, Pacific People, tāngata whaikaha and women in our sector.
	Review and implement work plans that define the role that we will play when engaging with iwi and hapū business, Māori, Pacific Peoples, and other priority groups.	Q4 2024/25 and Q4 2025/26	Industry sees its influence in vocational education and training and sees Waihangā Ara Rau as a trusted advisor.
	Provide leadership on career pathways advice.	Q4 2024/25	Career pathways advice is fit for purpose and accessible through Tahatū and other channels.
	Strengthen regional insights and use them to inform our investment advice.	Q2 2024/25 and Q2 2025/26	
			Māori, Pacific People, tāngata whaikaha, and women indicate that our work contributes to positive change in the C&I industry. Target: 60%. (SSD Measure) Industry survey results indicate that Waihangā Ara Rau is taking appropriate action in response to feedback and insights. Target: 80%. (SSD Measure)



Priority Area	Focus Areas and Deliverables	Outcomes	Success Measures
We will develop sector-specific Workforce Development Plans and analyse data sources to identify trends, insights, benchmarks, issues and opportunities for the sector.	Update the Workforce Information Platform WIP to support evidence-based decision-making and advice.	Monthly/Ongoing	Our data, insights, and advice influence TEC's decision-making and inform the work of other ministries and agencies.
	Partner with industry, communities, Iwi, and agencies to implement workforce development plans.	Q2 2025/26	The sector has greater resilience and change agility.
	Undertake primary research with industries that do not have administrative data to drive workforce insights.	Ongoing	Effective programmes are scaled, funded and accessible to all.
	Identify priority cross-cutting industry themes to focus on, such as attraction, retention and progression.	Q2 2024/25 and Q2 2025/26	Our work provides information and qualification pathways that support industry to prepare for a technologically enabled, sustainable and diverse future.
			Number of new and reviewed products implemented that reflect our industry-informed advice to TEC. Target: 30. (SSD Measure) Industry confidence that Waihangā Ara Rau leadership is stronger and more impactful in the VET system. Target: 80%. (SSD Measure)

Key: Q1 = Jul-Sep, Q2 = Oct-Dec, Q3 = Jan-Mar, Q4 = Apr-Jun, SSD = Statement of Strategic Direction



Pou Tuarua – Qualifications and Assurance

We will continually improve qualification pathways and the quality of training for all ākongā.

Priority Area	Focus Areas and Deliverables	Outcomes	Success Measures
We will develop future-focused qualification pathways that support the industry in lifting productivity, improving industry and environmental sustainability, and preparing for the future.	Deliverables Develop fit-for-the-future qualifications, standards, and micro-credentials that support flexible pathways and meet emerging needs.	Ongoing	Accessible, flexible and relevant learning pathways support sector retention and progression for all people.
	Work across the vocational education sector to improve the efficiency of programme development and provider assurance.	Ongoing	Provider delivery focuses on the qualifications, standards, and micro-credentials that will benefit the construction and infrastructure sector most.
	Implement industry-endorsed Qualifications Work Plans.	Ongoing	Current and future industry needs closely inform qualification pathways.
	Through the development and piloting of relevant micro-credentials, explore the skills and learning interventions needed to deliver to future workforce requirements, e.g. decarbonisation, leadership, and technology.	Q1 2025/26	Qualifications products support national consistency and quality learning outcomes.
We will use assurance, qualifications, and advice to continuously improve the quality, relevance and accessibility of training for ākongā and employers.	Engage providers through effective collaboration and engagement to lift the quality of teaching, learning and assessment across the provider network.	Ongoing	Industry indicates that the national consistency and quality provision of training is improving. <i>Target: 70%. (SSD Measure)</i>
	Ensure provider's investment plans reflect industry needs and our advice to TEC.	Ongoing	NZQA reports it is satisfied with the performance of our moderation function.
	Implement Assurance Transformation Plan.	Q4 2024/25 and Q4 2025/26	Evidence that the main industry bodies and Māori sector stakeholders agree courses and qualifications have equipped learners with the skills relevant to employers.
	Develop a Provider Performance Framework to drive better provider performance.	Q4 2024/25	Provide more accurate insights and information to TEC and NZQA about the capability and capacity of the provider network.
			Assurance practices support national consistency and quality learning outcomes.

Key: Q1 = Jul-Sep, Q2 = Oct-Dec, Q3 = Jan-Mar, Q4 = Apr-Jun, SSD = Statement of Strategic Direction



Pou Tuatoru – Operational Excellence

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

Priority Area	Focus Areas and Deliverables	Outcomes	Success Measures
We will build and maintain a diverse, capable, culturally competent and high-performing team at Waihangā Ara Rau.	Deliverables Talent Mapping and Succession Planning completed.	Q1 2024/25	Waihangā Ara Rau is a desired workplace and attracts and retains talent.
	Design and implement Leadership Development Programme.	Q2 2024/25	Our people are representative of diverse ethnicities and backgrounds.
	Develop and implement Diversity and Inclusion Strategy.	Q2 2024/25	Our people confidently and regularly use te reo Māori me tikanga Māori in their work and engagement activities.
	Develop and implement a Recruitment and Retention Strategy.	Q3 2024/25	We have mature health, safety and wellbeing practices and culture.
	Review of organisational policies.	Q1 2025/26	
	Staff Engagement Programme (including Wānanga and six-monthly surveys).	Ongoing	
	Staff te reo Māori and tikanga programme.	Q1-Q4 2024/25	
	Refresh of Te Tiriti o Waitangi Training.	Q2 2024/25 Q2 2025/26	
	Implement actions from health, safety and wellbeing maturity assessment.	Q3 2024/25	
We will embed effective systems and tools that enable collaboration, performance and continuous improvement.	Undertake a review of performance/ impact measures and alignment with Office of the Auditor General expectations.	Q4 2024/25	Our people have the correct information, fit-for-purpose systems and tools to undertake their work effectively.
	Embed project management capability and procurement practices.	Q2 2024/25	We have optimised our support services and operating model.
	Implement recommendations from business process and operating model review, aimed at strengthening processes and collaboration across functional areas and increasing organisational maturity.	Q4 2024/25	
	Continuously improve Aka Kōrero (CRM) functionality.	Ongoing	
	Optimise information management practices.	Q1 2025/26	
	Source and implement business process mapping tool.	Q2 2025/26	
	Source and implement Human Resources Information System.	Q4 2025/26	

Priority Area	Focus Areas and Deliverables	Outcomes	Success Measures
We will use our communications and marketing activity to ensure industry and key stakeholders know who we are, what we do, and how we add value.	Deliver industry events on skills standards and qualifications in multiple locations across the motu and via webinars.	Q1 2024/25 and Q1 2025/26	Industry understands the role of Waihanga Ara Rau, its benefits and how to leverage the organisation.
	Deliver annual industry workforce summit.	Q2 2024/25 and Q2 2025/26	High industry trust and confidence in Waihanga Ara Rau to be the invoice of industry and deliver value.
	Undertake customer research to understand how we are doing and use results to improve continuously.	Q4 2024/25 and Q4 2025/26	
	Targeted online campaigns that explain our role, impact and how we can help industries continue to get the skills to build and support a thriving sector for NZ.	Ongoing	
	Implement external and internal communications plan (aligned with organisational priorities).	Ongoing	
			Industry awareness of Waihanga Ara Rau and its role. <i>Target: 80%</i> . Industry Net Promotor Score. <i>Target: 5</i> .

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6.2 Key Operational and Reporting Deliverables to 30 June 2026

Deliverables	Due Dates
Six monthly Performance Monitoring Reports to TEC 2024/25	Q3 2024/25 Q1 2025/26
Six monthly Performance Monitoring Reports to TEC 2025/26	Q3 2025/26 Q1 2026/27
Annual Report 2025	Q2 2025/26
Annual Report 2026	Q2 2026/27
Operational Plan 2026/27 & 2027/28 to TEC	Q3 2025/26
Self-Assessment Reports to NZQA	Q3 2024/25 Q3 2025/26
Advice to TEC for 2026 Investments	Q2 2024/25
Advice to TEC for 2027 Investments	Q2 2025/26



Pou Tuawhā - Whakahōnere 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 hāpori/community.

Priority Area	Focus Areas and Deliverables	Outcomes	Success Measures
We will build relationships with iwi and Māori businesses to enable better support for kaimahi Māori to achieve success as Māori.	Deliverables	Dates	
	Joint WDC Iwi Engagement Strategy is developed and implemented by Te Herenga Kura.	Q1 2024/25	Iwi are engaged based on their development plans and aspirations for their people.
	Kaitakawaenga iwi engagement plan is developed, and initial iwi are identified based on their iwi development plans and aspirations.	Q1 2024/25	We have built relationships with iwi, hapū and Māori that support greater awareness of career opportunities in our industries and more opportunities to train at all levels.
	Utilise iwi environmental scan to prioritise iwi relationships and activity. Engagement will confirm their priorities and which WDCs are required for further consultation and support.	Q1 2024/25	Individual iwi requirements are precise, and plans are in place to meet these.
We will assist with iwi/hapū participation and partnership on significant construction and infrastructure projects.	Deliverables	Dates	
	Establish a timeline for major C&I projects, focusing on current infrastructure projects and the Roads of National Significance. This will enable us to identify what workforce needs and iwi involvement.	Ongoing	Iwi are informed on career opportunities for their people.
	Provide advice to iwi on employment opportunities and career pathways available on projects.	Ongoing	Iwi capability is increased because they participate in industry training.
	We will develop and support the implementation of cultural competency resources, such as cultural toolkits and learning videos, with the C&I sector.	Q2 2024/25	The C&I industry appreciates the whakapapa of the iwi takiwā (region) in which they operate.
We will support industry in enhancing its cultural capability and competence.			Improved training outcomes for Māori.
	Hold providers accountable for delivering improved outcomes for Māori.	Ongoing	
			Enduring partnerships with iwi and hapū focused on improving outcomes for Māori. <i>Target: 8. (SSD Measure)</i> Evidence that Waihanga Ara Rau outputs reflect iwi aspirations, e.g., assurance, qualifications, and WDPs.
			Initiatives implemented that reflect our collaborative model(s) with iwi and hapū, industry, providers and Government Agencies. <i>Target: 8. (SSD Measure)</i> Māori SRG representatives report increased Māori participation and iwi capability in construction and infrastructure.

Key: Q1 = Jul-Sep, Q2 = Oct-Dec, Q3 = Jan-Mar, Q4 = Apr-Jun, SSD = Statement of Strategic Direction

07

DELIVERING ON OUR LEGISLATIVE FUNCTIONS

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

- Leadership and engagement.
- Developing and setting standards, capstone assessments, and qualifications.
- Endorsing programmes and moderating assessments.
- Advisory and representative.

The following section outlines how our Council is delivering to these.

7.1 We identify industry skills needs and advocate for them to be met now and for the future

Our industry Strategic Reference Groups (SRGs) are vital mechanisms for our engagement with industry representatives to gather valuable insights and be the voice for our industries. As of December 2023, all 11 sector SRGs have been established and are operating well. These groups form a sound basis for industry engagement across the allocated sectors. Meetings are held quarterly, and while their initial focus is on providing investment advice to TEC, these groups are also integral to the Workforce Development Plans. They will now focus on 'work plans' for each sector, noting that identifying who will deliver different initiatives, be it industry or Waihanganga Ara Rau.

In addition to the sector SRGs, a community Pacific Peoples SRG has been established to ensure a voice from the Pacific community in the advice to TEC and other aspects of Waihanganga Ara Rau mahi. A Māori SRG is also in the process of being established.

Our Engagement and Partnerships team comprises industry relationship and partnership managers who engage directly with industry employers, associations and other key sector organisations. In addition to one-on-one engagements and SRG meetings, we also engage in industry events and conferences where there are opportunities to share insights and hear a more comprehensive voice of the industry.

[Our Engagement Plan & Framework](#) guides our engagement activity. We've created our stakeholder engagement list, which is reviewed periodically and identifies the key organisations Waihanganga Ara Rau will engage with regularly. This also identifies organisations deemed priority stakeholders while others may be engaged with less frequently but with the same level of importance.

Individual partnership plans with sector organisations have been developed (or are in development), which outline the purpose and frequency of engagements and how we support industry needs. In the 2023 calendar year, we conducted 1,200 engagements across the motu. Over 50% of these engagements were with industry and industry associations. We expect to maintain this level of engagement over the next two years while also looking to extend the scope of those we engage with.

We are currently developing sector plans that align with the SRG groupings. These will better identify the key activities we undertake for the sector and who we will engage with. These will be developed based on the outcomes of the workforce development plans.

We will continue to prioritise inclusion and diversity to support the sector to have a workforce for the future. Following the release of the tāngata whaikaha research, we will analyse this to determine how we can help employers reduce employment barriers for people with impairments. We will also strengthen our networks with community groups (Pacific, women, rainbow community, etc.) to ensure their voices are heard when considering future skills and training for the sector.

By June 2024, we will have developed Workforce Development Plans (WDPs) for 11 Strategic Industry Groups and Workforce Development Plans for Māori and Pacific communities. These plans are based on qualitative and quantitative research and include workforce forecasting based on the [Workforce Information Platform](#).

With six WDPs developed and five more in the research phase (at the time of writing), we are already starting to see commonalities in the themes. In light of this consistency, rather than doing industry-by-industry deep dives into the Strategic Industry Sectors, we will prioritise the cross-cutting themes with the industry Strategic Reference Groups and conduct deep dives into the most impactful issues.

Supporting the thematic deep dives, we will continue to work with industries that do not have sound, or in some cases any, administrative data, providing business and workforce information to understand their current situation better and forecast their future workforce and training needs. This gap-filling sector data process provides valuable insights for the industry and evidence for our funding advice to TEC.

Our advice to TEC is also informed by the intelligence gathered through the qualification endorsement process. The Workforce Information Platform data (primary source of evidence for TEC advice), is also used in establishing industry need at the start of the qualification review and development process. The Strategy and Insights and Qualifications System Products teams collectively review and moderate advice on the non-domestic learner exemptions as and when requested by the TEC.

7.2 We develop and set standards, capstone assessments and qualifications

Our work programme to develop and review standards, qualifications and other products is informed by:

- Ensuring qualification products reflect the skills industry values and are supported by clear need by using data and insights to inform our work.
- Defining clear pathways for ākonga whanau and industry by developing and reviewing related products together.
- Creating the right mix of products and better building blocks for learning through the use of skill standards and micro-credentials.
- Improving the ability for learners to transfer learning between contexts through the development of skill standards and collaboration across sectors and WDCs.
- Striking the right balance between flexibility for ākonga and providers, and consistency for industry through qualification design that is enabling and inclusive.
- Creating products that can be delivered and enabling of learner-centred delivery by working closely with industry and providers.

Industry-endorsed Qualifications Work Plans

These plans provide the detail about what, when and why we will review and develop qualification products. They reflect qualification review schedules, industry priorities and data and insights about qualification performance and are supported by key industry stakeholders. They reflect longer term development roadmaps and workforce development plans.

These plans are updated regularly with new intelligence and in response to:

- Our engagements with industry, education providers and other stakeholders.
- Insights and data from workforce development plans and other research.
- Intelligence about emerging and evolving skills.
- Data and information about qualification product use and performance.

Our practice

Kupu Tohutohu is the Qualifications System Products team's toolkit supporting best practice in our product development work. This resource supports our people to follow processes to ensure that planning, processes and products are of fit-for-purpose, of high-quality, reflect our goals and values and meet industry need.

Our high-level two-year qualifications plan can be found in [Appendix A](#).

7.3 We endorse programmes and moderate assessments

The programme endorsement and broader moderation functions are planned against key documents:

- **Self-Assurance Process:** This process outlines how the Waihanga Ara Rau Assurance Team reflects on its assurance functions, analyses the feedback and themes gathered through conversations with our providers, and how it determines the assurance and moderation plans, including any provider or standard prioritisation for moderation.
- **Assurance Plan:** A plan for the current calendar year that outlines the key deliverables and measurables for the assurance team. This plan will be aligned to our Operational Plan timeline from mid-2024.
- **Moderation Plan:** A set moderation plan for post-assessment moderation, capstone moderation, industry focus, or themes-based moderation. This plan has been based on a calendar year and will be aligned with our Operational Plan in mid-2024. The moderation in this plan has been determined by a matrix set out in the Moderation Process document. The Moderation Process outlines how we prioritise providers and standards for post-assessment moderation.

- **Engagement Process:** This process outlines how we engage with all the tertiary providers delivering qualifications and reporting standards for the construction and infrastructure sectors.
- **Programme Endorsement Process:** This process outlines how we evaluate and endorse or support provider-developed programmes or micro-credentials.

7.4 We represent our industries' voice in our advice to TEC and connect industry with information and advice that supports them to succeed

Based on 2023 discussions regarding providing advice to the TEC for the 2025 delivery year, we anticipate two rounds of funding advice being provided in November 2024 for the 2026 delivery year and November 2025 for the 2027 delivery year.

We have used the 2023 November advice requirements to develop the following systems and processes to provide in-cycle funding round advice to TEC. We envisage providing out-of-cycle advice (as we did in 2023), which may or may not be funding-related.

We would also advocate reviewing the 2023 advice model, which requires detailed forecasts and supporting evidence by qualification, nine months before detailed funding decisions are made. We have not seen the funding guidelines for Tertiary Education Organisations (TEOs). Still, we believe this will pick up on the thematic and contextual advice provided in November 2023, and the detailed qualification-specific advice will come into play when provider plans are considered later in the year.

The value of separating the thematic and detailed advice is the ability to develop and provide detailed learner advice 'just in time' for the evaluation process, six months out for the start of delivery rather than 14 months out, minimising the inevitable forecasting margin of error by having more up to date data.

We continue to maintain and enhance the Workforce Information Platform (wip.org.nz). Currently, we have a time series of business data (percentage and absolute) by ownership, ethnicity, size, age, and region by strategic sector and industry. Some of this information is included in the industry summary earlier in this document.

We have developed disaster (weather or seismic) recovery workforce modelling, which can be acted upon quickly in the event of another disaster. We update project information monthly and, with that, workforce forecast information. Our historical dataset can now forecast absolute numbers relating to the intended project and a 'most likely' scenario based on our growing understanding of the project pipeline.

Perception research is underway to provide a picture of the public perception of careers in the construction and infrastructure sector. This quantifies the public awareness of careers and allows industry sectors to understand better and activate attraction strategies. With support from past researchers, we have benchmarks for this data back to 2018. Still, our expanded research and sampling include the perceptions of people aged 10 to 45+, which we can report by gender, ethnicity and region.



08

OUR COMMITMENT TO TE TIRITI O WAITANGI

8.1 Engaging with iwi and hapū to support better outcomes for Māori

Te Herenga Kura has developed Tūmatakahuki, the Iwi Engagement Strategy for Ohu Ahumahi (WDCs). This is supported by Kaitakawaenga, the Māori Engagement Leads from each WDC, to implement their iwi engagement plans over the next two years.

Previous successful engagements with Ngāti Toa Rangatira, Waikato Tainui and Ngāti Whatua Ōrākei has provided a template for further engagements.

As a result of these engagements, Waihangara Ara Rau is supporting several initiatives with each iwi that will increase their capability to participate effectively in infrastructure projects and meet their social and economic outcomes by providing affordable housing and careers for their people in the construction industry.

To further ensure we have iwi representation across the motu, an iwi Strategic Reference Group will be established to provide key insights and information that will activate levers of change for iwi and hapū in the vocational education and training system.

Our Iwi Environmental scan on 25 iwi hapū has allowed us to prioritise our engagements and focus on the key areas essential to achieving their aspirations and goals. These include:

Construction

- Residential
- Commercial
- Papakāinga
- Onsite and off-site manufacturing

Infrastructure

- Land development
- Community development
- Major roading project partnerships

Environmental management

- Cyclone recovery
- Renewable/sustainable energy
- Mana o te wai

Utilising our 11 Strategic Sector Reference Groups, we can ensure there are iwi representatives in key groups requiring iwi participation and insights.



8.2 Māori business engagement

Forty Māori businesses throughout the motu were interviewed, and the information was analysed to determine what key themes were front of mind.

A planned meeting will bring 15 business owners together to present and discuss findings and recommendations.

A Māori Strategic Reference Group will be established to ensure Māori have an industry voice across all sectors.

8.3 Internal cultural capability and raising industry cultural awareness

Internal cultural capability

All kaimahi have been evaluated following the completion of their Te Reo Māori and Te Tiriti o Waitangi training, and a new programme is underway to increase the use of Te Reo Māori and raise awareness of tikanga and te ao Māori practices.

Industry cultural awareness

To support the implementation of cultural concepts, we are developing a cultural toolkit to give industry and stakeholders access to information to raise their cultural awareness. This toolkit will include links to resources and training providers.

09

GOVERNANCE AND OPERATIONS

9.1 Our governance and operations continue to mature

The Council operates in accordance with the requirements and obligations set out in the following:

- Waihanga Ara Rau Construction and Infrastructure Order in Council (OiC)
- Education and Training Act 2020
- TEC Funding Agreement
- The Council Code of Conduct and Code of Ethics
- Waihanga Ara Rau policies relevant to Councillor activities and where relevant policies are not already covered under the OiC.

Two Co-Chairs and seven Council members govern the Waihanga Ara Rau Council (the Council). One Council member was co-opted in accordance with Cl. 11 (2) of the OiC. The Council meets up to nine times per year.

Each year, the Council assesses its performance. This is independently led, and the Council reviews a report and analysis of the results. The Council identifies an action plan to address improvement opportunities, and progress against these actions is reviewed regularly.

In March 2024, a deep dive into Council members' skills and capabilities was undertaken. This was used to assess against a skills matrix to understand any existing gaps and development opportunities. The results of this will also be used as part of the decision-making process for upcoming Council appointments. There will be an appointment process in both 2024 and 2025, which will be conducted in accordance with Cl. 12 of the OiC.

The Council has two standing committees: Audit, Finance, Risk, and People, Culture, and Safety. Other committees are formed for specific purposes and disbanded as required.

The purposes of the standing committees are:

The Audit, Finance, and Risk Committee provides a forum for effective communication between the Council and the external and internal auditors. The Committee reviews the annual financial statements before their approval by the Council, the effectiveness of management information systems and systems of internal control, and the efficiency and effectiveness of the external and internal audit functions.

The People, Culture, and Safety Committee oversees employee health, safety, and wellbeing. It advises the Council on remuneration matters, including establishing remuneration policies and practices.

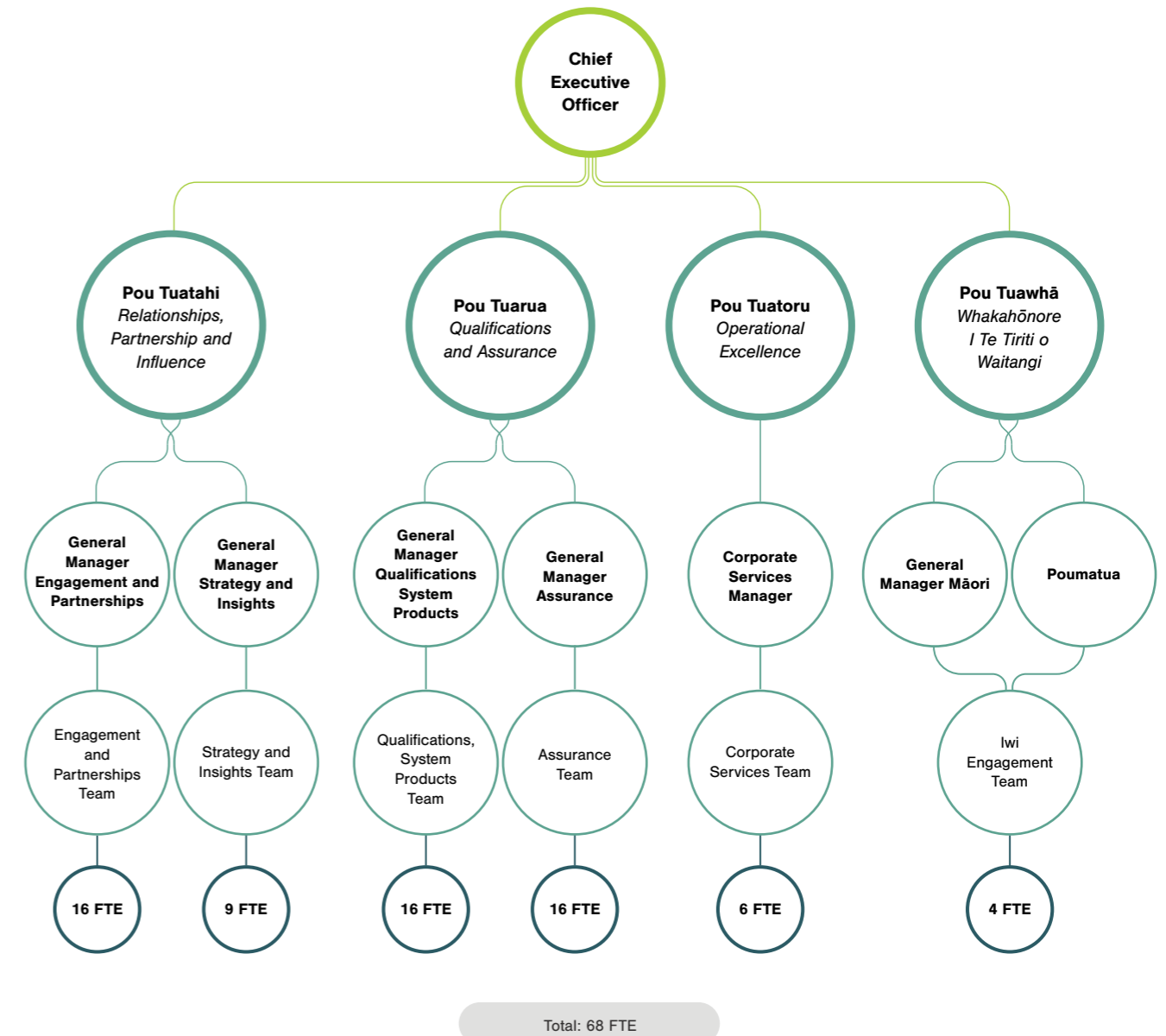
With the support of the Council Committees to facilitate effective decision-making, the Council regularly receives and monitors information on organisational performance, risks, human resources, health and safety and overall progress on organisational maturity.

We also have Te Kāhui Ahumahi, a governance rōpū comprised of Māori Council members from across Ohu Ahumahi Workforce Development Councils (WDCs). This Rōpū supports Waihanga Ara Rau (and other WDCs) to embrace, give effect to, and embed Te Tiriti o Waitangi and support Māori-Crown relationships.

9.2 Our people capability is key to our success

Since establishment, we have reviewed and refined our structure and positions to ensure we can effectively deliver our core functions and achieve positive outcomes for the construction and infrastructure industry.

Our structure consists of 68 full-time equivalent (FTE) positions. The high-level structure below, shows how we've allocated our resources by Strategic Pou.



10

FINANCIAL AND RISK MANAGEMENT

10.1 We have developed our operating budget for 2024/25 and 2025/26 to support the successful delivery of our two-year plan.

Waihanga Ara Rau expenditure is primarily driven by people-related costs (74%). This is followed by Hāpaitia Shared Services (13%) and Travel, Meetings & Events (6%).

All in \$000s	2024/25 Budget	2025/26 Budget
Income		
TEC Funding	12,260	12,260
Interest Income	100	100
Total Income	12,360	12,360
Operating Expense		
People Costs	9,077	9,229
Travel	599	600
Engagement, Meetings and Events	178	196
Legal, Audit, and Council Fees	383	383
Consultancy	145	145
Other Expenses ¹	393	307
Operating Costs	10,776	10,853
Hāpaitia Costs	1,645	1,657
Total Expenditure	12,420	12,516
Total Surplus/(Deficit)	(61)	(157)
Shared Services - Lease	117	117
Movement to Capital Reserve	(117)	(117)
Movement to Accumulated Surplus	56	(40)

¹ Includes \$100k for the Shared Data Platform, \$60k for Promotions and Marketing, \$55k for Research, \$30k for Insurance.



Key assumptions

Description	Assumptions
TEC Revenue	No change in funding envelope has been indicated at the time of developing this plan.
Interest Income	We have taken a conservative approach to calculating interest income. Figures are reflective of an average interest rate with our cash reserves held in a mix of non-interest bearing and interest-bearing accounts.
People Resources	We've budgeted to keep the same structure consisting of 68 FTE, in order to maintain current levels of output and delivery. We have allowed for a vacancy rate of 4.5% across the years.
Travel, Engagement and Events	As a core function of Waihanga Ara Rau, we have budgeted to reflect maintaining current levels of engagement with our industry and other key stakeholders, including provider visits.
Salary uplift	We have included an envelope of a 3% salary uplift, year on year.
CPI Increases	These are based on the Treasury Economic Forecast Report as at December 2023 (2.5% for 2024/25 and 2.2% for 2025/26).
Council Fees	We have maintained the current fees based on the Cabinet Fees Framework.
Hāpaitia Shared Services	Shared Services will continue to work within its current baseline and we have assumed the 1/6 equal split per WDC will also remain.

10.2 Our future years' forecasts indicate significant operating deficits

An outlook for the three years following 2025/26 has been developed. We forecast deficits for the three years, increasing significantly in 2028/29.

We have assumed that our funding will remain flat while costs will increase year-on-year with CPI and other increases. Based on our forecast, Waihanga Ara Rau would need to use its Accumulated Surplus and other reserves to absorb these deficits. It should be noted that in our first two years of operating, we accumulated surpluses at year end. This was due to the start up nature of the business as well as impacts from Covid-19.

All in \$000s	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
Income			
TEC Funding	12,260	12,260	12,260
Interest Income	100	100	100
Total Income	12,360	12,360	12,360
Operating Expense			
People Costs	9,479	9,760	10,049
Travel	612	624	636
Engagement, Meetings and Events	200	204	228
Legal, Audit, and Council Fees	385	386	388
Consultancy	100	100	100
Other Expenses	312	318	324
Operating Costs	11,088	11,392	11,706
Hāpaitia Costs	1,657	1,657	1,657
Total Expenditure	12,745	13,049	13,363
Total Surplus/(Deficit)	(385)	(689)	(1,003)
Shared Services – Lease	117	117	117
Movement to Capital Reserve	(117)	(117)	(117)
Movement to Accumulated Surplus	(268)	(573)	(886)
Opening Reserves			
Surplus/(Deficit)	(385)	(689)	(1,003)
Closing Reserves	3,290	2,601	1,598

10.3 Our control environment and financial systems are maturing

Hāpaitia Limited is a jointly owned vehicle for the provision of shared services functions across the six Ohu Ahumahi Workforce Development Councils. It charges a monthly fee to each WDC for the provision of information and communications technology services, finance functions, people and culture, property and office management.

Hāpaitia Finance led the implementation of a new Financial Management Information System on 1 October 2023. This was a recommendation made by our external auditor in the 2022 Audit Completion Report. This, along with a number of other process and system improvements, has resulted in a significant improvement in the internal control environment, as noted in the 2023 External Audit Report.

The internal audit function has also conducted audits on ICT controls, payroll, sensitive expenditure and accounts payable processing. Additional actions were implemented in response to these audits, to further reduce operating risks.

10.4 We continue to monitor, mitigate and report on our enterprise risks

Waihanga Ara Rau management conducts a full risk review each quarter, and treatment implementation progress is monitored monthly. The AFR Committee and Council receive a Strategic Risk and Mitigation Report, which outlines changes to the risk profile and risk mitigation progress. It is designed to enable risk discussions, inform decision-making, and give the Council confidence that risks are managed effectively.

The enterprise risks and mitigations for Waihanga Ara Rau are summarised in the following table. Mitigations are a mix of key controls in place and treatments to be implemented.

Enterprise Risk	Current Risk Rating	Key Mitigations
Capability & Capacity We do not attract and maintain the appropriate people capability, diversity and capacity.	High	<ul style="list-style-type: none"> Talent mapping and succession planning. Diversity and Inclusion Strategy. Implement People Plan. Staff Benefits.
Training Providers We do not have the required capacity or targeted investment in the tertiary provider sector.	High	<ul style="list-style-type: none"> Ongoing engagement with providers. TEC investment advice. Implement Moderation Plan. Work with providers where new delivery is required.
Reputational We are not seen as separate entities from other WDCs or partners across the VET system and share reputational damage, political scrutiny, and consequences.	Medium	<ul style="list-style-type: none"> Internal and external Communications Plan. Focus on delivering value to industry through quals development, Workforce Plans and moderation. Increase risk maturity.
Industry Engagement We fail to engage with our industry stakeholders promptly, effectively and coordinated.	Medium	<ul style="list-style-type: none"> Engagement Framework. Strategic Reference Groups. Develop Sector plans that better define the engagement and focus for each industry sector.
Health, Safety & Wellbeing We fail to protect our people and contractors' health, safety and wellbeing (including mental health).	Medium	<ul style="list-style-type: none"> HSW Committee. Wellness Approach. Implement actions from maturity assessment.
Te Tiriti o Waitangi We fail to achieve our Te Tiriti o Waitangi obligations outlined in the OIC and Education Act 2020.	Medium	<ul style="list-style-type: none"> Ohu Ahumahi Te Tiriti o Waitangi Strategy. Iwi Engagement Strategy. Establish Māori Strategic Reference Group.
Key Service Provider Our shared services provider fails to deliver timely and quality core services to Waihanga Ara Rau.	Medium	<ul style="list-style-type: none"> Implement audit action plan. Revise Service Catalogue. Service Level Agreement.
Financial Management We fail to manage our financial expenditure effectively.	Low	<ul style="list-style-type: none"> Continuous improvement of financial systems, controls and reporting. Five-year forecast modelling. Undertake financial scenario modelling to manage projected deficits.

11

HOW WE MEASURE OUR PERFORMANCE

The following section summarises our organisational performance measures, categorised by functional, impact and management measures.

Focus area	Measure Type	Measure Category	Key Performance Measures
Leadership and engagement	Impact	Industry Trust and Confidence	Industry Net Promotor Score <i>Target: 5.</i>
	Impact	Awareness	Industry awareness of Waihanga Ara Rau and its role. <i>Target: 80%.</i>
	Impact	Industry-led	Industry survey results indicate that Waihanga Ara Rau is taking appropriate action in response to feedback and insights. <i>Target: 80%. (SSD Measure)</i>
Developing and setting standards, capstone assessments and qualifications	Impact	Industry Trust and Confidence	Relevant industry representatives surveyed have confidence that graduates will have the appropriate skills. <i>Target: 70%. (SSD Measure)</i>
	Functional	Function Performance	NZQA is satisfied with the performance of our qualifications and standards function.
	Functional	Skills Standards	Number of skill standards registered. <i>Target: 600.</i>
	Functional	Qualifications	Number of qualification reviews completed. <i>Target: 50.</i>
	Functional	Credentials	Number of new credentials registered. <i>Target: 20.</i>
Endorsing programmes and moderating assessments	Impact	Training Provision	Industry indicates that the national consistency and quality provision of training is improving. <i>Target: 70%. (SSD Measure)</i>
	Impact	Industry Trust and Confidence	Evidence that the main industry bodies and Māori sector stakeholders agree courses and qualifications have equipped learners with the skills relevant to employers.
	Functional	Function Performance	NZQA reports it is satisfied with the performance of our moderation function.

Focus area	Measure Type	Measure Category	Key Performance Measures
Advisory and representative	Impact	Diversity and Inclusion	Māori, Pacific People, tāngata whaikaha, and women indicate that our work contributes to positive change in the C&I industry. <i>Target: 60%. (SSD Measure)</i>
	Impact	Investment Advice	Number of new and reviewed products implemented that reflect our industry-informed advice to TEC. <i>Target: 30. (SSD Measure)</i>
	Impact	Industry Trust and Confidence	Industry confidence that Waihanga Ara Rau leadership is stronger and more impactful in the VET system. <i>Target: 80%. (SSD Measure)</i>
Te Tiriti o Waitangi	Functional	Iwi Engagement	Enduring partnerships with iwi and hapū focused on improving outcomes for Māori. <i>Target: 8. (SSD Measure)</i>
	Functional	Incorporating te ao Māori	Evidence that Waihanga Ara Rau outputs reflect iwi aspirations, e.g., assurance, qualifications, and WDPs.
	Impact	Iwi Projects and Capability	Māori SRG representatives report increased Māori participation and iwi capability in construction and infrastructure.
Organisational health and capability	Impact	Supporting Māori and Crown Relationships	Initiatives implemented that reflect our collaborative model(s) with iwi and hapū, industry, providers and Government Agencies. <i>Target: 8. (SSD Measure)</i>
	Impact	Engagement	Employee engagement score. <i>Target: >75. (SSD Measure)</i>
	Impact	Engagement	Employee net promotor score. <i>Target: >10.</i>
	Impact	Cultural Competence	Staff confidence in using te reo Māori and tikanga in their work. <i>Target: 90% of staff report confidence.</i>
	Management	HSW Maturity	HSW maturity increased, as independently assessed through the SAFE365 tool. <i>Target: >90%.</i>
Management	Control Environment	Maturing systems and controls as evidenced by annual audit. <i>Target: < 3 high-rated issues/findings. (SSD Measure)</i>	



12

GLOSSARY AND ABBREVIATIONS

Term	Meaning
Ākonga	Learner
C&I	Construction & Infrastructure
CPI	Consumer Price Index
HSW	Health, Safety, Wellbeing
Kaimahi	Employees
Kaitakawaenga	Cross-WDC Iwi Engagement Leads
Motu	Country
NZQA	New Zealand Qualifications Authority
Ohu Ahumahi	Workforce Development Councils
Pākeha	European
Papakainga	Marae Housing Development
SRG	Strategic Reference Group
STEM	Science, Technology, Engineering and Maths
SSD	Statement of Strategic Direction
Tāngata Whaikaha	Disabled People
Te Ao Māori	The Māori worldview
TEC	Tertiary Education Commission
Te Herenga Kura	Cross-WDC Poumatua and Manukura Group
Tikanga	Customs and traditional values
Tūmatakahuki	Cross-WDC Iwi Engagement Strategy
WDC(s)	Workforce Development Council(s)
WDP(s)	Workforce Development Plan(s)

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APPENDIX A HIGH-LEVEL QUALIFICATIONS PLAN

Project		Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Access Trades	Development of an Crane sector entry pathway micro-credential	█							
	Review of Industrial Rope Access qualifications and skill standards development	█	█						
	Development of an Exterior Cleaning micro-credential	█	█						
	Review of Scaffolding qualifications and development of skill standards							█	█
Civil	Review and development of Single Site Supervisor qualification, skill standards and potential micro-credentials	█							
	Development of micro-credentials aligned to the Temporary Traffic Management Credential Framework and review of Temporary Traffic Management qualification	█							
	Review of Bitumen Production qualification	█	█						
	Review and development of Infrastructure Projects & Contracts qualifications, skill standards and potential micro-credentials			█	█				
	Review of Traffic Incident Management qualification and development of skill standards				█				
	Review of Civil Laboratory qualifications and development of skill standards					█	█		
	Review and development of Procurement and Asset Management qualifications, skill standards and potential micro-credentials			█	█				
Electricity Supply	Review of Electricity Supply Traction Line qualification and exploration of Electricity skill standards framework	█	█						
	Review of Wind Farm Maintenance Qualifications and development of skill standards					█	█		
Finishing Trades	Development of Floating Floors & Carpet Tiles micro-credentials	█							
	Review of Resin Flooring qualification and development of skill standards					█	█		
	Review of Interior Systems suite and development of skill standards							█	█

Project		Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Electro-technology	Review of Electrotechnology suite and development of skill standards and step-licensing micro-credentials			█	█	█	█		
	Review of Telecommunications pathway and development of skill standards					█	█		
Onsite	Finalisation of skill standards to support the NZC in Carpentry and related credentials	█	█						
	Development of new Paving qualification	█	█	█					
	Review and development of Construction Supervision qualification, skill standards and micro-credentials			█	█				
	Review of Carpentry and Construction Trade Skill qualifications to align with skill standards and develop micro-credentials			█	█				
	Review of suite of Concrete qualifications and development of skill standards					█	█		
	Review of Trade Essentials micro-credential					█	█		
	Review of Trowel Trades qualification and development of skill standards							█	█
Gas	Development of Gas Infrastructure micro-credentials to support Certificate of Competence Protocol	█	█	█					
	Review of Gas Infrastructure Qualifications					█	█		
Plumbing, Gasfitting & Drainlaying	Review and development of Plumbing, Gasfitting & Drainlaying L5 suite of qualifications and unit standards	█							
Water	Review and development of Water Services suite of qualifications, skill standards and micro-credentials	█	█	█	█	█	█		

Key: Q1 = Jul-Sep, Q2 = Oct-Dec, Q3 = Jan-Mar, Q4 = Apr-Jun

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APPENDIX B HIGH-LEVEL ASSURANCE PLAN

Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
24/25 Moderation Plan				25/26 Moderation Plan			
24/25 Assurance Plan				25/26 Assurance Plan			
Assurance Projects				Assurance Projects			
	Internal Reflection		Internal Reflection		Internal Reflection		Internal Reflection
		NZQA Self-Assessment Report				NZQA Self-Assessment Report	

Note: The current Moderation and Assurance Plan will be realigned from a calendar year to the Operation Plan cycle going forward. The NZQA Self Assessment report is due 1 August 2024 each year.



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