



INVESTMENT PLAN

2014 - 2015

This Investment Plan sets out the NZ Marine Industry Training Organisation's response to the government's strategic direction, priorities and expectations of Industry Training Organisations (ITOs) as outlined in the Tertiary Education Strategy (TES) 2014 – 2015 and the associated funding, monitoring and performance requirements of the Tertiary Education Commission (TEC)

September 2013

NZ MARINE ITO

INVESTMENT PLAN 2014 – 2015

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PLAN GUIDANCE – Plan Context Summary

Overview

The NZ Marine ITO (Boating ITO at the time), was established during 1994. During 2007, an extension of coverage took place to cover training for the composites manufacturing industry.

The statement “*Provide leadership in the development of skills and training excellence, to the marine and composites industries*” clearly articulates NZ Marine ITO mission statement to its stakeholders.

The NZ Marine ITO is a division of the Boating Industries Association of New Zealand Inc. trades as the NZ Marine Industry Association and is the Modern Apprenticeship Co-ordinator for the Marine and Composites Industries.

Following the successful outcome of New Zealand Qualifications Authority (NZQA) and Audit New Zealand audits during March 2010, the Minister of Tertiary Education approved full recognition of the NZ Marine ITO (Boating ITO at the time) as an Industry Training Organisation under section 5 of the Industry Training Act for a further period of 5 years, with effect from 1 May 2010 until 1 May 2015 inclusive. More recently (May 2013) NZQA has undertaken a comprehensive External Evaluation Review (EER) of the NZ Marine ITO, where NZ Marine ITO received a rating of *Highly Confident in ITO performance and Confident in capability of self-assessment*.

The NZ Marine ITO is the only organisation that issues National Certificates for its sector coverage, providing clear pathways for young people and trainees within the Marine and Composites Industries in New Zealand. It has a good working and collaborative relationship with other stakeholders currently operating in this space.

The NZ Marine ITO is governed by a Board made up of ten members who represent the key sectors of the industry. Board members generally have apprentices in training within their own organisations. The Board also includes representatives from the NZ Marine Industry Association and NZ Marine ITO management team and the Engineering, Printing and Manufacturing Union (EPMU). The Board meets every two months or more frequently if required.

A key factor in the NZ Marine ITO consistent high performance success in delivering on the Tertiary Education Strategy (TES) outcomes is that NZ Marine ITO is integrated with the marine industry representative body. NZ Marine ITO has strong and wide industry engagement within its focussed and specialised industry sector groups, this includes the:

- NZ Marine Export Group
- NZ Composites Association
- Ship & Work Boat Group
- Refit Group
- CPC Manufacturers Group
- Royal Institute of Naval Architects (RINA) NZ
- Marina Operators Association
- Boatbuilders Group
- Research & Development Committee
- Engine Group
- Suppliers Group
- Health, Safety & Environment Group
- Regional Committees

These groups have allowed NZ Marine ITO to be fully responsive to the training requirements of the Marine and Composites Industries. Through on-going industry consultation, and through engagement with the various sector bodies, the NZ Marine ITO has an intimate knowledge of the skill and labour market requirements of the marine and composites industries which enables the NZ Marine ITO to provide strategic leadership to the industries it serves. National Certificate programmes have been developed and reviewed to provide state of the art Boatbuilding and Composites training to world class standards. In addition to trade training, the NZ Marine ITO also offers specialist national certificate programmes in Boat sales and Brokerage, Marine Retail and Distribution, Marina Operations, Competitive Manufacturing and First Line Management.

The NZ Marine ITO is a national organisation based in Auckland. Over half of the industry is based in Auckland (60%). Other major clusters are located in Christchurch (8%), Tauranga (6%), Hamilton, (5%), Whangarei (4%), Wellington (3%), Taranaki (3%) and Dunedin (3%).

The high performing status of the NZ Marine ITO has been demonstrated by a high rate of unit standard credit achievement and qualification completions. This has been consistently achieved over the previous three years and confirmed by the recent TEC publication of 2012 performance data for ITOs.

NZ Marine ITO's Contribution to the Priorities of the Tertiary Education Strategy and specific guidance for Industry Training Organisations

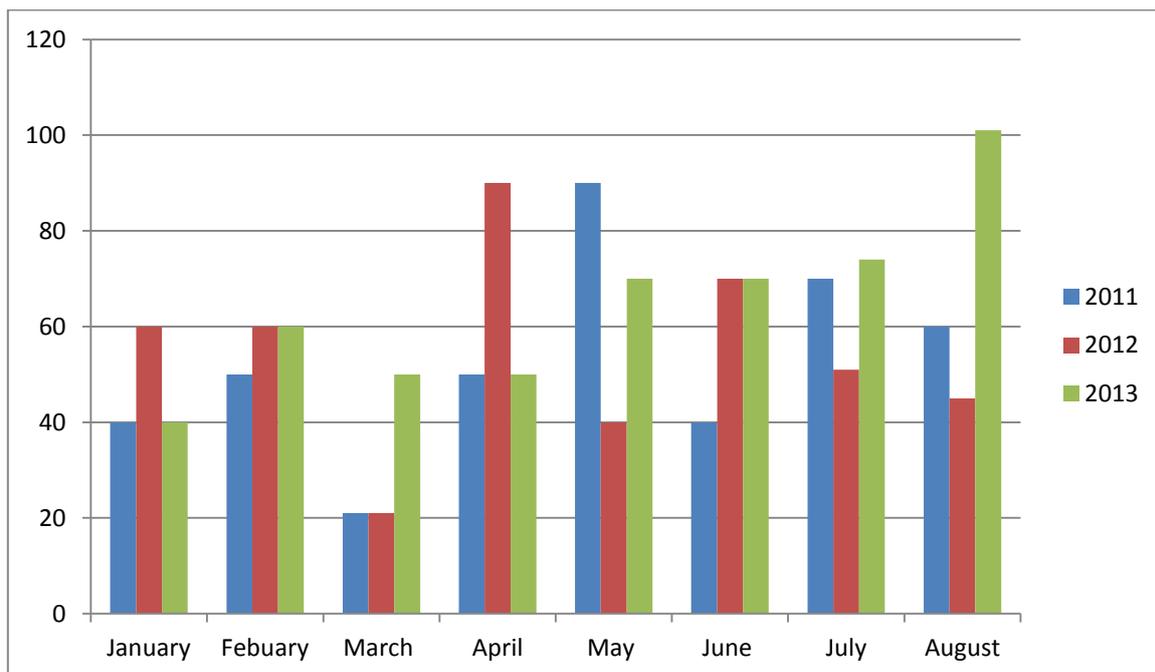
A bigger and clearer economic contribution

New Zealand's Marine Industry is a diverse and highly interlinked industry representing the largest high value niche manufacturing sector in New Zealand. There are approximately 656 marine related firms. This represents a wider range of businesses, including boatbuilders, component manufacturers, equipment and

clothing manufacturers, designers, project management brokerage and other interlinked specialised businesses along with boatbuilding companies, employ 7,900 workers with 78% employed on a full-time basis. There are approximately 450 apprentices and trainees currently registered with NZ Marine ITO.

Due to the economic downturn driven by the Global Financial Crisis, the NZ Marine Industry undertook a survey through Market Economics (refer Market Economics Report May 2012) to assess the outlook over the next ten years. Based on our findings, after a decline in international sales, we believe the outlook is positive with most sectors expecting an average annual growth rate of 4% p.a. over the next ten years. This projected growth will lift the New Zealand Marine Industry from \$1.65 billion turnover in 2011 to \$3.6 billion by 2021. The NZ Marine Industry is further evaluating the outlook through another Market Economics survey in early 2014 to further gauge the potential for the marine industry. Currently NZ Marine Exports have grown from \$82 million in 1994 to \$644 million in 2012. This represents 9.73% of New Zealand’s manufacturing exports and is forecast to grow to \$1.54 billion by 2021. Much of this growth is through the relatively new field of increase share of Marine Industry business internationally, including refit and servicing work on superyachts. In addition, the domestic market is making steady increases, and will do so over the next five years as our baby boomers retire to enjoy boating as a lifestyle, and newcomers are introduced to boating through its “Discover Boating” campaign. This has been evident this year through the increase in volume of production trailer boats being manufactured. Industry intelligence shows that the number of CPC plates and new trailers sold to date has significantly increased. (Refer to graph)

Trailer Boat Compliance Plate Certificate (CPC) Orders – 8 month period



Key events, such as the America's Cup regatta being held in San Francisco is further fuelling the profile and capability of the Marine Industry in New Zealand. The NZ Marine Industry with the increased profile from Emirates Team NZ success in the 34th America's Cup is forecast to remain the largest non-primary based manufacturing industry in New Zealand and will require the NZ Marine ITO to meet the demand and supply for more skilled people.

The industry effectively imports raw materials, adds technology, and exports approximately 35% of production providing additional jobs and increased foreign exchange earnings for New Zealand. With increasing competition from overseas, the New Zealand Marine Industry must build on the momentum and growth by continuing to innovate, identify new opportunities, and deal with competitive threats over the next three years and beyond. The marine industry must continue to invest in training, technology, facilities, infrastructure and processes that maintain a competitive edge.

After many years of a close working relationship, the New Zealand Government (through the Market Economics report of 2012) has identified the Marine Industry as one of the key industries it is focussing and investing in. This is also acknowledged by Auckland City with several key marine precincts being developed in Auckland and around New Zealand to support this growth. This includes the recent announcement by Waterfront Auckland as the lead developer for future spending is planned by Auckland to enhance its Superyacht capability over the next 3 years. These include, Yard 37 at Hobsonville (www.yard37.co.nz), Wynyard Quarter (www.seacity.co.nz) in Auckland, as well as developments in Tauranga and Port Nikau in Whangarei. This will provide increased capability enabling further growth of the New Zealand Marine Industry.

NZ Marine ITO also includes coverage for the composites industry sector which employs approximately 2,000 fulltime employees. It is geographically spread throughout New Zealand and covers core composites manufacturing through to very high end innovative technology. This sector is expected to grow at a rate of 2- 4% per annum over the next five years.

Future training is absolutely critical to the on-going success and continued growth of the marine and composites Industries. Building on the solid history of systematic trade training, the NZ Marine ITO intends to continue to focus on supplying trained boatbuilders and other key related trades, composite technicians and other industry personnel to meet the skills requirements of these industries.

This Investment Plan seeks **235** STMs funding to meet training demand in 2014.

In order to provide and retain trained personnel, NZ Marine ITO has welcomed NZQA's Targeted Review of Qualifications L1-6 process. This will be a trigger for us

in early 2014 as it brings the opportunity to more closely align the matrix of New Zealand qualifications in boatbuilding with industry needs. We will align all modern apprenticeship programmes to meet the definition of a *New Zealand Apprentice* and to develop and implement further advanced qualifications identified by industry to provide lifelong and on-going learning and training opportunities to industry participants. The TRoQ further offers us the opportunity to develop tailored foundational programmes in order to pathway a diverse range of students into the industry.

NZ Marine ITO is contributing to wider economic growth for New Zealand, by the development of a *Business Map Tool* which provides a guide to employers of government and support agencies that assists with business growth. As NZ Marine ITO field officers have established strong employer relationships with their companies and they are also in an ideal position to promote the benefits of using the Business Map Tool.

NZ Marine ITO has developed a DVD video titled “*A Case for Lean Marine Thinking,*” which promotes the benefits of productivity efficiency programmes delivered through the competitive manufacturing qualifications. The DVD illustrates how *Lean* systems and practices have helped local marine companies achieve significant productivity benefits. The DVD will also motivate the wider marine and composites industry to embrace the Lean Marine Thinking journey and this has been evident during 2013 with more companies engaging in the ‘lean journey’.

The NZ Marine ITO is aware that the New Zealand marine industry has a high percentage of small to medium-sized businesses, and in response has developed industry training that is predominantly skills and competency-based, supported by specialised off-job courses, an on line learning platform (RudderLive), and other self-learning resources. The achievement of successful outcomes for apprentices/trainees progressing through industry training very much depends on how well companies establish workplace mentoring and training structures. The NZ Marine ITO provides specialist employer and apprentice support to assist in this regards.

Experience has shown that where companies do have effective mentoring and training structures in place, apprentices/trainees are more likely to succeed. Having identified companies which are not necessarily equipped with the skills to maximise training opportunities within the workplace, the NZ Marine ITO works with employers and supports them in up-skilling workplace mentors and training workplace coordinators. It has introduced the NZ Marine *Employers Guide to Training an Apprentice*, which provides readily accessible advice about what the employer needs to provide and do to gain, train and support an apprentice. The NZ Marine ITO and employers have found the resource useful in helping to establish and develop effective workplace structures through the NZ Marine ITO support and the on-going development of consistently good internal employer

practice.

Following the slow economic recovery, the outlook over the next two years is one of steady growth as outlined in the Market Economics report. This environment will impose a steady growth of training requirements as the industry recovers and grows its full potential. The Composites Industry training and other new training areas, such as Marina Operators, and the need to increase uptake of productivity training through Competitive Manufacturing will continue to contribute to the predicted training volume over the next two years.

Simplifying and strengthening the sector

The NZ Marine ITO's governance is focused on attaining and to meet and exceed its statutory functions. The NZ Marine ITO understands and meets the needs of its industry, trainees, and Government and consequently, the value of the outcomes for its employers and their trainees and the New Zealand tax payer is very high. Trainees achieve extremely well because of the effectiveness of the training arranged by the ITO and the quality of the assessment undertaken towards industry standards and qualifications as evident through employer and apprentice surveys.

NZ Marine ITO has a clear sense of purpose and direction which is well informed by a wide range of industry connections, research and experience. It invests significantly in the on-going development of technological resources that support successful training and assessment and also support the trainees, their trainers and employers. The NZ Marine ITO effectively anticipates and responds to change based on its interconnectedness with a wide range of diverse but related boatbuilding industries and interested parties and through effective research-based future scanning.

NZ Marine ITO underwent an extensive NZQA External Evaluation Review (EER) in May 2013 which covered 6 key evaluation questions; (Refer to the full NZQA EER Report)

1. How well does the ITO understand and meet the needs of industry, trainees and government?

Excellent in both performance and **Excellent** in self-assessment.

2. What is the value of the outcomes for employers and their trainees?

Excellent in both performance and **Excellent** in self-assessment.

3. How well do trainees achieve?

Excellent in both performance and **Excellent** in self-assessment.

4. How effective is the training arranged by the ITO?

Good in both performance and **Good** in self-assessment.

5. What is the quality of assessment being undertaken towards industry standards and qualifications?

Good in both performance and **Good** in self-assessment.

6. How well does the ITO's governance and management support the ITO to meet its statutory functions?

Excellent in performance and **Good** in self-assessment.

Overall the report acknowledges that NZ Marine ITO has achieved a high performance level.

The NZ Marine Industry Board of Management and the Industry Training Board believes that the NZ Marine ITO is best served to maintain its current structure. The Boards have passed a remit and have notified the TEC that it wishes to remain as a stand-alone ITO within its industry body and continue to deliver on the TES requirements.

NZ Marine ITO does recognise that there are potential benefits in developing stronger collaborative partnerships and will investigate these benefits in more depth through the use of an independent consultant. NZ Marine ITO will advise TEC of any outcomes.

Supporting and arranging training, and standard setting

NZ Marine ITO employs Field Officers that are all industry qualified and highly experienced in various fields of the marine and composites industries. They have all completed unit 4098 and are the only assessors used by NZ Marine ITO. This approach has provided a consistent high industry standard in evaluating the training when conducting assessments. Workplace trainers support the assessment process through workplace verification.

The NZ Marine ITO Field Officers also act as the Modern Apprenticeship Co-ordinators who provide effective and crucial "face to face" on-site support to employers and workplace trainers/facilitators. Field Officers provide valuable mentoring and support to all apprentices - ensuring positive outcomes are achieved from the training environment. This allows them to build strong relationships with both the apprentices, and the company trainer/manager, where they understand the business and training environment implicitly inside the organisation, particularly when identifying the appropriate qualification and setting training plans.

Major contributors to how well trainees achieve are NZ Marine ITO's recruitment and enrolment process and its close tracking and monitoring of the progress of its trainees/apprentices. The e-learning management system RudderLive, used by field officers, provides real-time information at any time. It contributes to weekly reports and meetings, as well as monthly reports to the Board, and field

officer visits to employers and trainees, which occur at least once every three months, although usually every eight to ten weeks.

The RudderLive e-learning management system measures credit achievement over the anticipated duration of the qualification. A high level of credit achievement within the anticipated duration of the qualification indicates a high level of achievement. Under-achievement of credit results and/or over duration can signal that trainees are not committed to their training, and/or they are struggling, and/or the employer is not providing sufficient opportunities or support. Field officers mentor trainees to pre-empt such situations arising and/or undertake interventions when actions are required. Withdrawal notifications record the reason(s) why a trainee has withdrawn from training, and this is recorded in RudderLive. There are very few withdrawals but each one is of concern to the ITO and each trainee is personally contacted to discuss the details behind the withdrawal, and the outcomes are recorded. This process enables NZ Marine ITO to learn more about the difficulties/challenges that some trainees face and to anticipate and manage issues before they arise.

In addition, RudderLive is used by the field officer Team Leader and General Manager to monitor and performance-manage field officers as well as their trainees/apprentices which allow us to promptly address any trainee issues that may arise. RudderLive also contributes to all results and qualifications being reported to NZQA within three months of achievement.

The training arranged by NZ Marine ITO is mainly on the job, with some off-job training. This mix of training is appropriate and ensures that trainees gain relevant knowledge and skills for the boatbuilding environment workplace. NZ Marine ITO recognised that to enable working New Zealanders to complete nationally recognised qualifications in the key areas identified by the Industry and Government, it would need to arrange high-quality on-job training delivery supported by appropriate off-job training through provider contracts with set outcomes. The ITO conducts course evaluation reports and follows up with learners and businesses to ensure that this is happening to required level.

The off-job training supports on-job training and is based on the ITO's formal agreements with two institutes of technology and polytechnics, Unitec and Northtec, to preserving traditional as well as latest technology in boatbuilding skills. NZ Marine ITO provides travel subsidies to all trainees to access and attend off-job training courses from outside the Auckland, Northland region. The off-job training comprises two week block courses and/or night classes. These suits the employers best as such courses are less disruptive to the productivity of the workplace than longer daytime off-job training. The off-job training is based on the theory that underpins practical skills but can include drawing and design

skills such as lofting.

RudderLive is increasingly being embedded with literacy, language and numeracy skills. The previous resources, called study notes, are being rewritten in 'plain English', and literacy and numeracy teaching activities are being embedded. A glossary of marine industry terms is available at the click of a mouse, and the system also teaches a 'word of the day' randomly selected from the glossary. NZ Marine ITO is committed to continuing to develop new study note resources (training delivery and assessment material) to add value to the learning process and outcome. Feedback from apprentices/trainees has been extremely positive, and according to the ITO is assisting it in achieving higher credit and programme completions.

One of the factors contributing to the effectiveness of the training arranged by NZ Marine ITO is the recruitment, selection and enrolment process. School leavers considering training/apprenticeship in boatbuilding include secondary students who have experienced a Gateway programme (there are currently 32 schools with Gateway boatbuilding programmes), or ITO-sponsored promotion (this may be an event or publications such as *Become One* or *Become a Composites Technician*), or have experience in related skills areas such as woodwork, metalwork or engineering. NCEA level 2 is a common minimum requirement and would-be apprentices/trainees typically undergo a basic literacy and numeracy test. Motivation and attitude are explored through a conversational interview, and spatial recognition has been found to be a useful adjunct to the literacy and numeracy test. The subsequent enrolment and administration of the training itself is highly developed and is based on ensuring that it enhances and supports effective training and does not provide an impediment or barrier to learning.

NZ Marine ITO philosophy towards industry training has been to develop a whole system that supports our apprentices/trainees, and employers to achieve quality outcomes which contribute towards industry economic benefits and delivers on the Government's Tertiary Education Strategy (TES).

The ITO has recently appointed a Qualifications Advisor to assist the team to lead the TRoQ process and also to further support academic processes within the organisation.

Raising trainee achievement rates

Recognising that one of the key factors to a successful marine industry is the skill of its employees, the NZ Marine ITO embarked on a mission several years ago to identify how we could better support and deliver the knowledge and skills that support the apprentices/trainees engaged in industry training.

The current system was delivered through *Study Note* resources that have purposely been developed over the past 10 years, and already represent a large investment on behalf of industry to ensure apprentices/trainees have the learning resources that meet the standard expected from industry.

These resources contained good information but were uninspiring to young learners as they were heavily worded documents written in a technical style. They were difficult to update and keep current and became expensive and time consuming to produce. The reality is that most learners these days are a different generation, motivated by a different set of approaches so we needed to re-think how we engaged them in order to attract and retain them in training.

NZ Marine ITO has developed a computer-based learning management system, RudderLive, which allows apprentices/trainees online access to enhanced and interactive learning material anywhere at any time. This allows for greater control over the learning, resulting in higher qualification achievements. RudderLive provides a technology-based blended learning option that complements the hard-copy workbook style of delivery traditionally available to trainees, and helps secure and retain their engagement.

There are many advantages of RudderLive over traditional training resources, some of which are still to be fully realised. For example, videos can be embedded in the text, helping to clarify the concepts being described. Interactive 3D modelling can be used to explain subjects like boat design and lofting, and self-marking review tests can be inserted at intervals as comprehension checks for the material recently covered. Interactive technology-based training appeals to the target trainee group, where trainees have a sense of controlling the progress of their learning by going online at times that fit in with the other priorities of their lives. The audio, video and interactive components cater to a wide range of learning styles, supplemented by on-job experience and trainer and ITO field officer support.

RudderLive also holds a database of all trainees so that their training can be planned and viewed enabling their individual progress to be monitored in real time. It also provides a portal to the Literacy and Numeracy for Adults Assessment Tool (LNAAT), a budgeting tool, interactive learning games and workshops that enhance their learning environment and training outcomes.

'RudderLive' provides many other benefits to the trainee where they have their own page on the website that shows their progress to date and their current Individual Learning Plan. Field Officers can access the site to set up trainees' learning plans, generate reports, manage durations and carry out other administrative functions.

The NZ Marine ITO will continue to develop 'RudderLive' to its full potential, within its current capability. Further investment will be required over the next two years to

make possible the development of workplace trainer resources, the long term management of the Learning Management System, future Research and Development work, the development of the library of LLN lessons and will continue the review and embedding of blended learning processes into existing Study Note resources using a plain English approach. Feedback from apprentices/trainees has been extremely positive and this is assisting us in achieving higher credit and programme completions as evident in our EPI's.

The NZ Marine ITO will continue to develop new study note resources (training delivery and assessment material) to add value to the learning process and outcome.

NZ Marine ITO is a consistently high-performing ITO in terms of the TEC's performance criteria. Most of the ITO's trainees are at levels 3 and 4. Credit achievement in 2012 was 82% and both 2011 and 2010 was 100 per cent overall compared with medians for all ITOs of 62 per cent and 53 per cent respectively. NZ Marine ITO's programme completion rate for 2012 was 100 per cent overall compared with a median for all ITOs of 68% per cent.

NZ Marine ITO will continue to deliver consistently high outcomes for the Tertiary Education Commission (TEC).

Improving opportunities for progression

The primary focus of the NZ Marine ITO has been to train apprentices to level 4 (tradesperson level) on the New Zealand National Qualifications Framework, and to meet the Government Better Public Services targets of having 55% of 25 – 34 year olds achieving a qualification at level 4 or above. The NZ Marine ITO is also keen to continue to identify opportunities to develop advance level qualifications at level 5 on the NZQF to meet industry skill requirements. The NZ Marine ITO has developed a National Diploma in Boatbuilding (Level 5), which is allowing apprentices a clear pathway into advanced level training. Further advance qualifications will be identified through the TRoQ process.

The NZ Marine ITO has no current plans to offer degrees as the programmes offered satisfy employer requirements and are designed to pathway learners into existing available degree qualifications if they wish.

As part of a continuous improvement process, the NZ Marine ITO will further monitor and review all existing qualifications under the Target Review of Qualifications (TRoQ) scheduled in 2014 to ensure they meet industry skill requirements and provide for clear pathways to trainees/apprentices.

The NZ Marine ITO has identified additional qualification opportunity pathways to advanced level training. The NZ Marine ITO is collaborating with Unitec in the

development of the Diploma in Marine Design/Draughting. This would include a proposal for the TRoQ.

NZ Marine is also gathering information about where graduates progress in their careers. This research-based information will support the ITO's decision in developing future training standards and qualifications.

Pathways and Transitions

In line with the TEC requirement to have more under 25 year olds in education or training, the NZ Marine ITO markets and promotes industry training to potential trainees through a wide range of activities including the design of a "Gateway" Limited Credit Programme that is specifically targeted at secondary school students considering a career in the Marine or Composite Industries. The NZ Marine ITO has expanded its Gateway relationships which now includes 32 secondary schools nationwide.

As part of the TRoQ we are also considering a generic Marine Skills foundational L2 qualification whereby the transition between school and L4 apprenticeships may be successfully bridged.

We also promote the industry at various High School Career expos, as well as holding our own Marine Career Day in Auckland for career advisors and gateway coordinators, to exhibiting at boat shows, as well as providing career and training advice on a one to one basis as required which is often the case.

The NZ Marine ITO has developed marketing and promotional material including an industry career guide and map that will assist young people in making career choices.

The NZ Marine ITO holds several annual industry events which include the Marine Trades Challenge (MTC) where teams of four apprentices represent their companies including one team from Australia who compete in building a boat within a two hour timeframe to a specific design which is then tested by competing with the others on the water. This event has attracted a number of high schools over the years who also participate in their own division. The event is a way to showcase and promote boatbuilding skills to the general public as well as a fun entertaining teambuilding exercise for industry. The event has resulted in a number of students being directly offered work and apprenticeships with the companies competing. The winning team is sponsored by NZ Marine ITO to attend and compete in the Trans-Tasman MTC event held at the Sydney Boatshow. This year's winning team, Alloy Yachts, had one apprentice who travelled for the first time out of New Zealand and found the experience extremely rewarding.

Until recently, the NZ Marine ITO has supported the WorldSkills furniture making competition both nationally and internationally where our industry marine cabinet

maker apprentices compete for the right to represent the industry and their company internationally. This has had huge benefits for those attending and the companies they represent. Due to the GFC impact on industry we have suspended this event to date.

NZ Marine ITO holds a formal industry graduation event annually to acknowledge the success of our industry graduates. As most apprentices take on average 4.5 years to complete, this graduation marks a major milestone in the careers of these graduates which is also recognised by their employers, parents, trainers and those that have supported them on this journey. It is a true reflection of the commitment and hard work put in by all and highlights the importance of industry training and recognition. Since holding our first industry graduation in 2001 with the first 22 graduates, we have now qualified some 1,350 graduates to date.

The ITO is increasingly finding that the completion of low-credit programmes as part of schools' Gateway programmes, or prior to signing up to a training or apprentice agreement, helps ensure the robustness of the recruitment and enrolment process and the subsequent success of the trainee or apprentice.

While most trainees and apprentices are committed to boatbuilding as a career and continued employment in the industry before they start, the trades knowledge and skills they learn are also highly transferable to other areas if graduates do not continue in boatbuilding. In addition, although they may not see themselves as designers, trainees develop drafting and lofting (laying out a full-scale working drawing of the lines of a vessel) knowledge and skills as part of building a boat, which can also lead to other pathways and employment if necessary.

NZ Marine ITO training programmes have been internationally acknowledged as world class which provides industry graduates access to international and global career opportunities further enhancing New Zealand's marine reputation.

Improving Maori and Pasifika achievements

According to Statistics New Zealand's *National Ethnic Population Projections: 2006(base)–2026 update*, Pacific Island and Maori communities will grow faster over the next fourteen years than the European or Other communities.

All four ethnic populations are projected to experience growth between 2006 and 2026 under projection series 6. The Asian population is projected to have the largest relative growth, averaging 3.4 percent a year. The Pacific and Māori populations will average annual growth of 2.4 and 1.3 percent, respectively. The European or Other population will increase by an average of 0.4 percent a year.

The NZ Marine ITO is aware of its responsibility to contribute to the success at higher levels for Maori and Pacific peoples, and will continue to promote training and careers to Maori and Pasifika by engaging with employers, iwi and appropriate agencies. NZ Marine ITO has also entered into discussions with Skills Organisation to work collaboratively in identifying future opportunities for Maori and Pasifika trainees in the marine and composites industries.

One of the items on the agenda for the Marine TRoQ is a discussion at Governance Group and Working Party level around Waka-building, where Maori are included and consulted as partners and leaders in this area. Currently there is no New Zealand qualification for potential Waka-building although programme components are delivered in some regions. The Marine ITO is aware that participation by Maori is enhanced by access to education but also by the content base of that education.

NZ Marine ITO has increased the level of pastoral care to Maori and Pasifika and other learners by providing extra coordination visits with additional one-to-one support. We will work with employers to identify at risk trainees and put in appropriate plans to ensure trainees complete their training.

The NZ Marine ITO has an Industry Partnership with Ministry of Social Development (MSD) for Under Represented Groups and Social Equity Training. The NZ Marine ITO currently reviews these opportunities with key account managers periodically.

NZ Marine ITO works with a number of schools that have boatbuilding programmes such as, Glenfield College, Westlake Boys High, and Tamatea College in Gisborne.

The NZ Marine ITO will encourage existing Maori and Pasifika employees to uptake training opportunities within industry and has provided additional support services to these learners in the past resulting in the completion of their national certificate.

In 2014 NZ Marine ITO will continue to explore other opportunities to increase Maori and Pasifika participation and specifically during the TRoQ process, where local Iwi will be included (as mentioned above) in full consultation around the relationship of Māori to Boat Building.

One area we feel is lacking in Boatbuilding may be a New Zealand Level 2 qualification as a foundational pathway into Level 4 Boatbuilding industry-based apprenticeships. We see this as an ideal pathway for all potential apprentices and specifically for Maori and Pasifika as a way to enter an industry where foundational skills in construction, sales, or manufacturing techniques, can support the candidate in acquiring a job and therefore an apprenticeship at level 4.

Mature Apprentices

According to figures prepared by Statistics New Zealand in their recently published *National Labour Force Projections: 2006(base)–2061 (August 2012 update)* New Zealand's labour force is ageing:

Ageing labour force

The labour force is projected to continue ageing. The median age of New Zealand's labour force increased from 36 years in 1991 to an estimated 42 years in 2012. It is likely the median age will exceed 43 years by the mid-2030s. Half the labour force could be older than 45 years by 2061. The gradual increase in the historical and projected median age reflects the general ageing of the population, the large number of people born between 1950 and the early 1970s moving into the older ages (65+), and increasing labour force participation among males and females aged 50 years and over.

The NZ Marine ITO is aware that, along with strong support for young people entering the industry into jobs and apprenticeships through robust foundational and pathway programmes of study, there also exists a current demographic of highly experienced professionals in the boatbuilding industries without qualifications. The NZ Marine ITO aims to support apprentices of all ages to achieve their educational goals and aspirations. Furthermore the skills needs assessment that is currently being undertaken as a pre-requisite to the TRoQ process for this industry has suggested that there is a need for more management skills amongst the boatbuilding workforce. The NZ Marine ITO is committed to provide support and training opportunities to a wide range of individuals and employers.

The NZ Marine ITO also recognises that due to the recent Global Financial Crisis there is a proportion of the workforce from skilled general trades backgrounds who, after being made redundant, may be looking for entry into the specialised field of boatbuilding. For this reason the NZ Marine ITO understands its role in providing solutions to the economic situation for the country and individuals alike.

Ensuring that levels one to three provisions include Embedded Literacy and Numeracy

The NZ Marine ITO has recognised the increasing change in the way learners access their learning which is technology driven. To that effect, NZ Marine ITO has developed a computer based Learning Management System called 'RudderLive' which will be embedded with Literacy Language and Numeracy (LLN) skills. The resources and study notes are being rewritten in 'plain English' and LLN teaching activities are embedded from levels one to three. The LMS means a glossary of Marine Industry terms is available at the click of a mouse and the system also teaches 'word of the day' randomly selected from the glossary.

The NZ Marine ITO will continue to use the Literacy and Numeracy for Adults Assessment Tool, (LNAAT) to assess literacy and numeracy competency levels of trainees/apprentices at the time of registration. Based on the levels of apprentice achievement, appropriate learning programmes will continue to be put in place to assist with improving learning outcomes. Apprentices will be further assessed during and at the conclusion of their training to measure anticipated improvement rates.

The NZ Marine ITO will continue to review and embed blended learning processes into existing Study Note resources using a plain english approach. Feedback from apprentices/trainees has been extremely positive to date and this is assisting us in achieving higher credit and programme completions as evident in our 2011 and 2012 TEC Educational Performance Indicator's.

The NZ Marine ITO will continue to develop new study note resources (training delivery and assessment material) to add value to the learning process and outcome.

The NZ Marine ITO will continue to address best practice initiatives for improving literacy, numeracy and language competencies in the Marine and Composite's Industries workforce.

Appendices

1. Market Economics Report (May 2012)
2. NZQA EER Report
3. Become One
4. Composites' Become One
5. NZ Marine News 2012 & 2013 edition
6. NZ Marine Employers Guide
7. Business Map Tool
8. Lean Marine DVD