



# ACE Aotearoa Statement of Intent 2021

Ngā whāinga

ADULT AND COMMUNITY EDUCATION  
AOTEAROA INC (ACE AOTEAROA)

Adult and Community  
Education



## ADULT AND COMMUNITY EDUCATION AOTEAROA (INC)

---

'Kua tawhiti ko te haerenga mai, kia kore e haere tonu  
He tino nui rawa ou mahi, kia kore e mahi nui tonu.'

'We have come far too far, not to go further  
We have done too much, not to do more.'

Ta Hemi Henare, 1988.

# Contents

## Ngā kaupapa

**4**

---

Co-chairs' overview

**5**

---

Director's  
introduction

**6**

---

ACE Aotearoa  
functions

**7**

---

Strategic Plan  
2016–2036

**8**

---

Output class:  
Advice,  
communication  
and liaison

**9**

---

Output class:  
Development and  
assurance

**11**

---

Output class:  
Facilitating  
collaboration

**12**

---

Output class:  
Organisational  
health and asset  
management

**13**

---

ACE Aotearoa  
budget 2021

# Co-chairs' overview

Tēnā kōoutou kātoa ngā mēmā o ACE Aotearoa

Tuatahi, kā nui te mihi ki a tātou te hūnga ora, kei te mihi, kei te mihi, kei te mihi.

Tuarua, me mihi ki te hūnga mate, rātou kua wheturangitia, haere, haere, haere ki te pō, e rārau!

Tēnā kōoutou, tēnā kōoutou, tēnā kōoutou kātoa!

2020 was a disrupted year due to COVID-19 but the Board took the opportunity to develop a new strategic plan to better position ACE Aotearoa to promote, support, resource, partner and strengthen the ACE sector.

The new strategic vision for ACE Aotearoa is to see 'Thriving Communities, Transforming Aotearoa'. ACE Aotearoa knows first-hand that communities throughout Aotearoa need support now more than ever – the effects and impacts of COVID run deep.

At present we have an engaged government that recognises the ACE sector's potential and is prepared to work and partner with ACE Aotearoa and ACE communities. The new Tertiary Education Strategy puts Te Tiriti o Waitangi at the heart, focuses on placing learners at the centre and champions wellbeing, community, diversity, and inclusion. The value of Adult Community Education (ACE) is in its ability to reach and engage learners in a way that other parts of the education sector cannot.

The new strategy was developed with all this in mind. It has taken a strengths-based approach and has built on current successes. These strengths and successes include: **Te Puna** – ACE Aotearoa's declaration of commitment to Te Tiriti o Waitangi; a framework of accountability that is Tiriti-based, Tiriti-driven, and Tiriti-responsive, and **Hui Fono** – our unique model of bringing together Māori and Pasifika for professional learning.

The new ACE Aotearoa strategic direction gives a stronger focus to growing the investment, capability, and capacity in and for the ACE sector. The Board is confident that the organisation is in a sound position and ready to carry out its mission.

The ACE Aotearoa Strategic Plan is considered a living document that the Board will continue to discuss with the sector so that it evolves and responds to sector needs.

Whilst 2020 resulted in the cancellation of the ACE Annual Conference, a very successful Hui Fono was held in Hokitika prior to the nation-wide lockdown. 2020 also saw investment into the ACE sector announced in the May government budget. This was most welcome. It brought certainty of funding which will enable better long-term planning to support the new strategic plan. The Board wishes to acknowledge the support of the Tertiary Education Commission and the Ministry of Education in 2020 and looks forward to building on this relationship in 2021.

Our focus in 2021 will be on delivering our contract with TEC and our new strategy for ACE Aotearoa. We also want to develop new opportunities for supporting the sector through ACE Aotearoa Focus. These are exciting goals and we look forward to delivering them.



**Jay Rupapera**  
Co-chair



**Kathryn Hazlewood**  
Co-chair

# Director's introduction

This is the tenth year in which ACE Aotearoa has published a Statement of Intent. As in previous years, it sets out our key performance commitments for the forthcoming year and provides a public statement against which we will report in our Annual Report 2022. We have embedded the practice of transparent accountability into our daily operations.

In 2020 a new strategic plan for ACE Aotearoa was developed which clearly expresses what the organisation wants to achieve and the strategies it will use.

The direction and context developed by the Board in the strategic plan will determine the focus of our operations while what is implemented builds on previous success and learning, with a direct focus on the priorities set by the Board identified strategies.

2021 will focus on both our traditional delivery of the Hui Fono, the ACE Sector Conference, and Festival of Adult Learning Ahurei Ākonga. We will also continue our face to face and Zoom-based workshops and plan to introduce a more intensive tuakana-teina support model. Our links with international Adult and Community organisations such as Asia South Pacific Association for Basic and Adult Education (ASPBAE) will continue.

During the coming year we will continue to support the sector through the new ACE Sector Capability Steering Group which incorporates the previous Strategic Alliance and Capability Steering Group.

That is the context in which we are presenting the Statement of Intent 2021. It will be a year of focus on the future after a challenging 2020 year.



**Colin McGregor**  
Director



# ACE Aotearoa functions

## What we do

We promote the value and role of Adult and Community Education in transforming communities and we celebrate learner success;

---

We provide strategic policy and operational advice to Central and Local Government;

---

We facilitate professional development and quality standards for the sector, building a high quality self-reliant network of learner focused organisations and practitioners;

---

We provide resources to support improving learner outcomes through electronic and print media, and are the communication hub for the sector;

---

We provide advice, support and resources to ACE organisations and to adult learners to improve adult learner outcomes;

---

We provide national infrastructure and a neutral clearing house for sector issues;

---

We provide an Aotearoa/New Zealand voice at international forums on adult education.

---

## What we achieve

Robust adult education networks focused on improving learner outcomes and creating communities of learners;

---

Increased collaborative partnerships in support of whānau and adult learning;

---

Increased capability and capacity of practitioners, organisations and communities with more effective ACE services;

---

Active, well informed, learner focused ACE practitioners;

---

Public and community awareness of the value of adult and inter-generational learning.

---

# Strategic Plan 2016–2036

**LEADERSHIP**  
RANGATIRATANGA

**EMPOWERMENT**  
WHAKAMANA

**RELATIONSHIPS**  
WHANAUNGATANGA

**EXCELLENCE**  
TE HIRANGA

**ASPIRATIONAL**  
TE WHAKAOHOHO

**INTEGRITY**  
NGĀKAU PONO

**VISION: THRIVING COMMUNITIES  
TRANSFORMING AOTEAROA**

**MISSION: To promote, support, resource,  
partner and strengthen the  
ACE Community**

**IMAGE**  
**ACE  
AOTEAROA –  
THE ORGANISATION  
OF CHOICE:**

Model Te Tiriti o Waitangi  
Lead Adult Community Education advocacy  
Leaderful in education and community growth  
Design and provision of diverse learning  
for the sector

**CULTURE**  
**STRONG &  
EMPOWERING  
ORGANISATIONAL  
CULTURE:**

Support and resource 'Team ACE Aotearoa'  
Strengthen the organisation's national presence  
Be guided by the philosophies of ako, mātauranga  
and manaakitanga  
Strengthen and implement a Communications  
and Stakeholders Management Plan

**SYSTEMS**  
**COMPELLING  
EVIDENCE BASED  
INFRASTRUCTURE  
& SYSTEMS:**

Uphold the Treaty-Based Framework  
Strengthen the Funding Strategy and Plan  
Enhance the Quality and Learning Management System

**OUTPUT**  
**OUR CORE  
OPERATIONS &  
OUR LEADERSHIP  
ROLE:**

Demonstrate leadership as a Tiriti-based organisation  
Increase investment, capability, and capacity in the ACE sector  
Strengthen strategic engagements and partnerships  
with key stakeholders

## OUTPUT CLASS

# Advice, communication and liaison

Funding source: Crown

Event/project	Key indicator of success	Key outcome sought
Celebrate learner success	<ul style="list-style-type: none"><li>- Festival of Adult Learning Ahurei Ākonga participation numbers and diversity of activity</li><li>- Festival participation 2021 target: 6,000</li><li>- Effective communication mechanisms about learner success</li></ul>	Value of ACE to whānau, communities, society and economy recognised
Provide resources to support improving ACE learner outcomes	<ul style="list-style-type: none"><li>- Create learner focused digital communication strategy with learner outcomes as the focus and where all adult learning services can be found with easy automated navigation functionality</li><li>- Website target usage: 1,350</li><li>- Twitter target: 610</li><li>- Facebook reach target average: 10,000</li><li>- Enews distribution target: 1,100</li><li>- Newsletter distribution target: 1,000</li></ul>	Ready access to reliable and accurate information on ACE matters
Provide services to support improving ACE learner outcomes	<ul style="list-style-type: none"><li>- Identification and clarification of issues to inform policy discussions, and/or address gaps in existing ACE service provision with a focus on improving ACE learner outcomes</li><li>- Feedback from sector on proposals to make submissions or raise issues</li><li>- Issues identified, solutions proposed or trialled</li></ul>	ACE learner access to fit for purpose services is facilitated  Proactive issue resolution with effective solutions



## OUTPUT CLASS

# Development and assurance

Funding source: Crown

National events	Key indicator of success	Key outcome sought
Hui Fono	<ul style="list-style-type: none"><li>- Number of Māori participants</li><li>- Number of Pasifika participants</li><li>- Participant evaluation</li><li>- Total participants attending regional events and Zoom events. Target: 50</li></ul>	Improved ability to deliver effective services to Māori and Pasifika ACE learners
ACE Sector Conference	<ul style="list-style-type: none"><li>- Increased diversity of participants</li><li>- Quality of keynote speakers</li><li>- Total participants attending. Target 2021: 120</li></ul>	Provider services adapted/ improved learner focus after learning from the conference
Professional development grants	Key indicator of success	Key outcome sought
Application rounds	<ul style="list-style-type: none"><li>- Number of applications</li><li>- Quality of applications</li></ul>	Effective targeting of available resource to high impact initiatives
Professional development services	Key indicator of success	Key outcome sought
Workshops	<ul style="list-style-type: none"><li>- Numbers of participants in workshops</li><li>- Range of topics and locations</li><li>- Feedback from participants</li></ul>	Increased practitioner capability resulting in improved learner outcomes

National projects	Key indicator of success	Key outcome sought
ACE Learner Outcomes	<ul style="list-style-type: none"> <li>- Number of learners enrolled on/providers using the ACE Learner Outcomes Database</li> </ul>	Value of ACE to society and economy being recognised
ACE Learner Portal (ACE Place)	<ul style="list-style-type: none"> <li>- ACE Place system implemented</li> <li>- Number of learners/providers using system</li> </ul>	ACE learners have dedicated system to assist them manage their learning
ACE Sector Standards	<ul style="list-style-type: none"> <li>- Standards implemented</li> </ul>	Consistent services available to ACE learners nation-wide
Quality Assurance and External Evaluation and Review and ACE Capability	<ul style="list-style-type: none"> <li>- Developed and revised</li> </ul>	Revised standards developed aligned with revised capability
Further development of Learner Pathways system	<ul style="list-style-type: none"> <li>- Formally link pathways to ACE Place, outcomes measure and QA/EER system</li> </ul>	ACE Learners recognised as integral part of the tertiary sector

## OUTPUT CLASS

# Facilitating collaboration

Funding source: Other

ACE Aotearoa self-funds the promotion and facilitation of collaboration within and across sectors to better support whānau, inter-generational and adult learners, and the building of communities of learners.

Collaborative activities	Key indicator of success	Key outcome sought
Appropriate and effective support to providers	- Feedback from providers/applicants	Effective targeting of available resource to improve learner outcomes
Provide an Aotearoa/New Zealand voice at international forums	- Participation in ASPBAE and other international forums - Create and foster international connections - Create diversification and international linkages for ACE Conferences	Contribution to international initiatives on adult learning

## OUTPUT CLASS

# Organisational health and asset management

Funding source: Other

Event/project	Key indicator of success	Key outcome sought
Annual General Meeting	- Participation by members	Mandate for ongoing work
Organisational health	- Independent verification of transparent accountabilities and robust financial and performance management systems - Relevant, meaningful up-to-date constitution	Sustainable national body for ACE sector
Maintenance and management of ACE House	- ACE House retains value and is available for sector use	ACE sector maintains key asset
Effective stakeholder engagement	- Constructive relationships with political, and community leaders	Improved understanding of value of ACE
Membership services	- Provision of specific membership updates to members as required	Maintain the value proposition of membership Deliver resources and tools that add value in services for ACE learners
Administration services	- Standard operating procedures updated and in place	Robust systems in place
Board support	- Quality and timeliness of documentation, relationship between Board and operations	Positive feedback from Board
Financial management	- Positive feedback from Auditors, accuracy of reports and timeliness of payments, positive feedback from Finance Audit and Risk sub-committee	Strong financial performance
Technology services	- Electronic systems work well	Organisation performs without IT issues

# ACE Aotearoa budget 2021

	Admin	Professional Development	ACE Total	ACE Focus	Consolidated Total
<b>Income</b>					
Event registrations – members	0	10,000	10,000	0	10,000
Event registrations – non-members	0	4,000	4,000	0	4,000
Interest	3,099	0	3,099	0	3,099
Membership fees	3,500	0	3,500	0	3,500
Revenue from providing services	0	1,000,000	1,000,000		1,000,000
Other income	0	5,000	5,000	54,445	59,445
<b>Total income</b>	<b>6,599</b>	<b>1,019,000</b>	<b>1,025,599</b>	<b>54,445</b>	<b>1,080,044</b>
<b>Less operating expenses</b>					
Employee related costs	0	309,266	309,266	0	309,266
Costs related to providing services	0	668,155	668,155	25,722	693,877
Grants made	0	141,579	141,579	9,000	150,579
Other expenses	6,599	0	6,599	24,942	31,541
<b>Total operating expenses</b>	<b>6,599</b>	<b>1,119,000</b>	<b>1,125,599</b>	<b>59,664</b>	<b>1,185,263</b>
<b>Operating profit</b>	<b>0</b>	<b>-100,000</b>	<b>-100,000</b>	<b>-5,219</b>	<b>-105,219</b>

the study. The authors would like to thank the staff of the National Center for Environmental Health Research, National Institute of Environmental Health Sciences, for their assistance in the laboratory.

Correspondence: Dr S. M. M. Koozekan, National Center for Environmental Health Research, National Institute of Environmental Health Sciences, Research Triangle Park, NC 27709, USA. Tel: +1 919 966 2000. Fax: +1 919 966 2000. E-mail: koozekan@niehs.nih.gov

© 2005 Blackwell Publishing Ltd, *Journal of Internal Medicine* 258: 100–104

DOI: 10.1111/j.1365-2796.2005.01521.x

Published by Blackwell Publishing, 9600 Garsington Road, Oxford OX4 2DQ, UK and 350 Main Street, Malden, MA 02148, USA

## References

1. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
2. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
3. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
4. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
5. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.

## Correspondence

Dr S. M. M. Koozekan, National Center for Environmental Health Research, National Institute of Environmental Health Sciences, Research Triangle Park, NC 27709, USA. Tel: +1 919 966 2000. Fax: +1 919 966 2000. E-mail: koozekan@niehs.nih.gov

© 2005 Blackwell Publishing Ltd, *Journal of Internal Medicine* 258: 100–104

DOI: 10.1111/j.1365-2796.2005.01521.x

Published by Blackwell Publishing, 9600 Garsington Road, Oxford OX4 2DQ, UK and 350 Main Street, Malden, MA 02148, USA

## References

1. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
2. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
3. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
4. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.
5. Koozekan SM, Koozekan DA, Koozekan DM, Koozekan SA, Koozekan SA, Koozekan SA. The epidemiology of acute myocardial infarction in the United States. *Journal of Internal Medicine* 2004; **255**: 1–11.

## Correspondence

Dr S. M. M. Koozekan, National Center for Environmental Health Research, National Institute of Environmental Health Sciences, Research Triangle Park, NC 27709, USA. Tel: +1 919 966 2000. Fax: +1 919 966 2000. E-mail: koozekan@niehs.nih.gov

© 2005 Blackwell Publishing Ltd, *Journal of Internal Medicine* 258: 100–104

DOI: 10.1111/j.1365-2796.2005.01521.x

Published by Blackwell Publishing, 9600 Garsington Road, Oxford OX4 2DQ, UK and 350 Main Street, Malden, MA 02148, USA



**Phone**

64 4 473 6625

**Fax**

64 4 499 4947

**Email**

[admin@aceaotearoa.org.nz](mailto:admin@aceaotearoa.org.nz)

**[www.aceaotearoa.org.nz](http://www.aceaotearoa.org.nz)**

192 Tinakori Rd, Thorndon, Wellington 6011  
PO Box 12 114, Wellington 6144  
Aotearoa New Zealand

Adult and Community  
Education

