

TOPEC

Taranaki Outdoor Pursuits & Education Centre

Strategic Plan

2021-2025

Vision

Inspire learning, growth and potential

Mission

To create positive relationships, community and personal change, through experiential learning, adventure and challenge

Values/Kaupapa

Manaakitanga, Whanaungatanga, Kaitiakitanga

Respect and Responsibility for Self, for Others and for the Environment

Key Objectives

To deliver on the **Vision** and **Mission**, TOPEC has **FOUR Key Objectives** which all have **Goals** (how we will do this) and **Success Measures** (how we will know). The strategic intent for the Trust, the Outdoor Centre, the staff and stakeholders is clear.

1. Organisational Sustainability

With good leadership and financial management we will ensure young people can benefit from TOPEC for many years

2. Hauora

The wellbeing and safety of all staff, students and community members is paramount, therefore, we embrace Manaakitanga and the principles of Hauora – physical, mental and emotional, social, spiritual well-being

3. Community Connection

We are passionate about inspiring as many young people as possible; to do this we will build on and grow Whanaungatanga, our partnerships with the community and education sector

4. Environmental Sustainability

As TOPEC utilises both natural and human environments, we are committed to leaving the smallest footprint on both; acting as kaitiaki

Key Objective 1: Organisational Sustainability

With good leadership and financial management we will ensure young people can benefit from TOPEC for many years

Goals – how we will do this:

1. Provide good leadership and governance that is future focused
2. Improve the financial sustainability of the organisation
3. Ensure effective financial management systems are in place
4. Retain staff and support their continual development
5. Create innovative education and vocational training programmes through evidence gathering and consultation with Stakeholders
6. Address strategic priorities for *Maori, Pasifika* and *Youth*
7. Ensure staff have the resources to deliver the required programmes and activities
8. Maintain and update current facilities to ensure they are accessible, multi-functional and meet the changing requirements of education, recreation and the community

Success Measures – how we will know:

1.
 - a. Governance has appropriate skill mix and clear strategic goals, with clear communication and reporting expectations for board members and staff (March 2021)
 - b. Board member portfolios and key goals and timelines are being met; members actively engaged
2.
 - a. A new business model is developed for moving forward beyond 2022 (April 2021)
 - b. Maintain and grow financial reserves by \$40,000 a year (funding TOPEC can put into new buildings with a *Building Reserve* target of \$200,000 by 2026)
3. Review of current financial systems to ensure they meet future organisational and compliance reporting requirements (mid-2021)
4.
 - a. Funding agreements are in place for 2022 and beyond that ensure the employment of appropriate staff (agreements / commitment from schools in place by May 2021)
 - b. *Professional Growth Cycles* are completed with all staff annually (mid-Term 1)
 - c. Provide all staff with learning opportunities and ensure they have *Professional Continuous Development Plans* in place (mid-Term 1)
5. TOPEC Education will evidence where improvements have been made on programmes based on feedback and self-assessment processes (*Programme Reviews* and *TOPEC Self-Review 2020 and 2021, EER May 2021 – Category 2 or above*)
6. TOPEC Education will achieve the objectives and performance indicators of Strategic Priorities *Maori, Pasifika, Youth* (report to Board quarterly)
7. Resources are available to meet the teaching and instructing demands
8. Agree on a *Maintenance & Improvement Plan* for all current facilities (mid-2021) that matches the intended growth of the site to accommodate increased student numbers; resources and facilities (infrastructure) match future client demand and needs, including *Key Objective 4, Goal 7* (Dec 2021)

Key Objective 2: Hauora

The wellbeing and safety of all staff, students and community members is paramount, therefore, we embrace Manaakitanga and the principles of Hauora – physical, mental and emotional, social, spiritual well-being

Goals – how we will do this:

1. Provide students/participants with a challenging, safe environment that enhances their personal learning, growth and confidence
2. Pastoral Care is delivered as a key part of organisational culture – *The TOPEC Way*
3. Continual improvement to ensure programmes and activities are holistic and appropriate for the students and their learning and growth experience
4. Staff are well trained, high performing with industry recognised qualifications and experience
5. Staff understand the *Principles of Hauora*, our *Kaupapa* and the opportunities that TOPEC provides to nurture these in participants
6. Robust and effective *Health & Safety* systems
7. A proactive *Health & Safety*, relational and environmental guardianship culture is evident with staff and all visitors

Success Measures – how we will know:

1. Feedback from staff, students/participants and teachers/group leaders shows they have gained personally from their experience with TOPEC (85% positive impact reported)
2. Staff understand their role with Pastoral Care (*Self-Assessment of Children's Act, Domestic Care Code, Teacher Professional Standards/The TOPEC Way*) and have access to processes to refer any student to appropriate agencies as required
3. Staff will evidence where improvements have been made on programmes and activities based on feedback, self-assessment and national research (*Programme Reviews and TOPEC Self-Review 2020 and 2021, EER May 2021 – Category 2 or above*)
4. All staff are supported (*Professional Growth Cycle and Professional Continuous Development Plan*) to have appropriate industry qualifications and experience
5. Staff continue to learn about all aspects of Hauora, our *Kaupapa* and how they can support all facets of environment connection, relationships and well-being (minuted Staff one-on-one, weekly Debriefs, yearly *Programme Reviews* in-line with Enhancement and Evaluation of Teaching and Course Policy)
6. TOPEC is audited and has current accreditation by independent Outdoor Industry professional bodies ie. Adventure Mark
7.
 - a. TOPEC provides clear *Health & Safety* and TOPEC culture / values expectations for all staff, participants and visitors via signage documentation and verbal instruction
 - b. Review of accident and incident registers; sharing of *Health & Safety* information

Key Objective 3: Community Connection

We are passionate about inspiring as many young people as possible; to do this we will build on and grow Whanaungatanga, our partnerships with the community and education sector

Goals – how we will do this:

1. Have a positive working relationship with our Education and Recreation stakeholders to ensure TOPEC continues to deliver required outcomes
2. Continue to develop relationships with Iwi and local Hapu
3. Respect and encourage the diversity and cultural heritage of Aotearoa
4. Increase the reach into the wider community by engagement with different groups
5. Utilise social media to ensure a positive on-line profile that promotes and markets TOPEC
6. Investigate the opportunity for corporate utilisation of TOPEC to support broader engagement of young people and the community
7. Further build on the working relationships with WITT, Department of Conservation, Taranaki Regional Council (Towards Predator Free Taranaki), the District Councils, Venture Taranaki, Sport Taranaki, and other like-minded organisations

Success Measures – how we will know:

1. a. Over 2000 students (children and youth) will be inspired and challenged by participating in TOPEC activities (quarterly reporting of student numbers and contact hours)
b. Strong links with secondary schools with regular, effective communication (quarterly)
2. In partnership with Iwi and local Hapu look to strengthen the knowledge of all staff to enhance their narrative and history of the land and Tikanga Maori (*PCD* evidence)
3. Staff will ensure all participants are treated in a respectful and inclusive manner (survey feedback)
4. Increase the reach into the community by working with a minimum of 5 groups annually.
5. Report on the current social media and on-line approach to ensure connection with the community and stakeholders ie. Facebook hits
6. A potential business model on how the Corporate Sector might support the kaupapa of TOPEC will be developed (early 2022)
7. Regular contact with WITT, DOC, TRC, Predator Free staff, District Councils, VT, Sport Taranaki will be reported to the board (quarterly)

Key Objective 4: Environmental Sustainability

As TOPEC utilises both natural and human environments, we are committed to leaving the smallest footprint on both; acting as kaitiaki

Goals – how we will do this:

1. Ensure all participants understand the TOPEC commitment to kaitiakitanga while interacting with the natural environment
2. We will *Leave No Trace* in the bush, coastline, rivers or on Taranaki Maunga
3. Programmes are innovative, using the environment to help connect children and young people with their surroundings
4. Using kaitiakitanga principles, nurture and look after the natural environment
5. Work with Iwi and local Hapu to continue to enhance kaitiakitanga principles
6. Further establish *Reduce, Reuse, Recycle* model
7. Develop a future plan for the site to provide relevant facilities that are accessible, multi-functional, and have minimal environmental impact, including lowering our energy requirements and an eventual move off the grid

Success Measures – how we will know:

1. Staff understand our Kaupapa and are comfortable sharing this with all students and visitors (student / stakeholder feedback)
2. *Leave No Trace* becomes a habit; staff are not having to pick up after any students (staff and student feedback)
3. Staff continually research innovative ways to use the environment to support student growth and experience (*Programme Evaluation and Self-Review 2021*)
4. Seek further opportunities to support Taranaki Maunga Project and Toward Predator-Free 2050 (*Programme Evaluation and Self-Review 2021*)
5. Build on the relationship with Iwi and local Hapu to align and support each other where there are opportunities for collaboration (report to Board quarterly)
6. On-site *Reduce, Reuse, Recycle* with a continual improvement system in place (*Rubbish Bin Audit and Water Usage Audit* to evaluate compliance)
7.
 - a. A *Plan* will be developed (by 2022) that starts a process of lowering the energy requirement and any new builds will be concept designed to be off-the-grid, accessible and multifunctional (target of getting TOPEC off the grid by 2030)
 - b. Work with the [NPDC / Sport Taranaki](#) and [WITT](#) to increase and develop the land leased for TOPEC so Sustainability and Education projects can occur (in place for 2022)