

# Mission | Te Pae Tawhiti

Learning for life through the sea

# Vision | Te Arongo

By Northland, for Northland - empowering Northland youth to lead rewarding lives.

To run a full ship by extending the impact of our work to their schools, families and communities across the region.

# Our Values | Ngā Uara

Whānau - To be Connected, and Belonging

Pono - To be True, Honest and Genuine

Tika - To be Authentic, Upright, with Integrity

Aroha - To be Respectful and Inclusive





#### Our Purpose (Why)

By empowering Northland youth to lead rewarding lives we will drive positive outcomes for these young people, their whānau and their communities across Te Tai Tokerau.

# Strategic Priorities (What)

We will optimise the use of our square-rigged topsail schooner, the R Tucker Thompson, and traditional maritime knowledge, to empower our young people and crew to regenerate our environment and to enhance the mana of Northland youth for the benefit of our region. We will focus on four strategic priorities to empower Northland youth to lead rewarding lives:

- Waka preserve our ship and tall ship traditions
- Wayfinding embracing life-long learning
- Kaitiaki caring for nature
- Wānanga encourage education through traditional maritime experience

#### **Outcomes**

Our strategic priorities return clear outcomes for Northland youth.

Strategic Priority	Outcomes for Youth
Waka – preserve our ship and tall ship traditions	Our organisation and the tall ship environment are essential to the delivery of our youth development and world-class tourism products
Wayfinding – embracing life-long learning	Longer-term connection will return sustained and stronger outcomes for our youth by embracing life-long learning through education and employment.
Kaitiaki – caring for nature	Legacy conservation programme designed to inspire lifelong interest in conservation and awareness of the world around our youth
Wānanga – encourage education through traditional maritime experience	Using our maritime expertise to provide education, qualifications, and employment in maritime careers for our Northland youth



### Vision and Guiding Principles - our course for the next 10 years

The Trust has a clear Vision and Guiding Principles that inform and enable its objectives:

#### Financial stability and sustainability

Our ship remains operational and fit-for-purpose for another 10 years, and we have the means to deliver on our programme of activity. We will achieve this through:

- Diversity in revenue generation
- Realistic and fully-costed operational, training and maintenance programmes

#### Meaningful contribution to youth employment and skills development

We will retain, and enhance, our role as an effective conduit to further education opportunities and employment. We will do this through:

- Lifelong learning programme
- Continuously developing mentor programme that provides enduring benefit through ongoing support of trainees
- Providing a conduit for employment and education

### Remain an iconic feature of the Northland tourism landscape

- Tourism voyages (eg; cruise-ship, day, half-day, evening, and overnight voyages)
- Skills Development Voyages (eg: Youth Development and Lifelong Learning Programme)
- Charter Voyages corporate (eg; team building and leadership voyages)
- Charter Voyages private (eg; weddings, education-based voyages)
- Heritage Voyages (eg; traditional maritime skills development)

#### **Employer of Choice**

• Be recognised by our staff and others as an excellent employer in the maritime and tourism sector

#### Objectives - we will ensure our objectives always reflect our history

By 2033 we will have achieved these objectives:

#### Waka - preserve our ship and tall ship traditions

- Implemented a maintenance programme with activity beyond best practice
- Established a funding source to support the ship maintenance for 30 years
- Introduced a fully-digital record keeping system

#### Wayfinding - navigating towards a rewarding life

- Developed and funded a Wayfinding programme with an operational plan
- Established a full-time Navigator within the organisation
- Tracked meaningful measures of results with the support of Otago University researchers

### Kaitiaki (guardianship) – aspirational in nature

- Developed and begun a Kaitiaki programme with an operational plan
- Worked with iwi, scientists and conservationists to recover an area of the bay (kina barrens) and have zero impact
- Have established and implemented a 10-year Kaitiaki Plan

#### Wānanga – Education

- Developed an ongoing Education programme and operational plan, with our ship and traditional maritime values at its core
- Established an educational pathway based on enabling, guiding and introducing young Northlanders to achievement and success
- Delivered QDC and SRL qualifications



### How will we achieve our strategic priorities? (How)

We will achieve our strategic priorities guided by these principles:

Operationalise our values: mana enhancing behaviour

Whanaungatanga: Connection and belonging drive our relationships

Our People: Place our people at the heart of everything we do

Astute financial management: Incisive, careful and effective financial management

Partnership approach: Work with high-performing partners, mahi tahi teamwork

Co-design: Listen to our people and our rangatahi to design a programme in line with aspirations

**Research:** Use and develop research to inform success

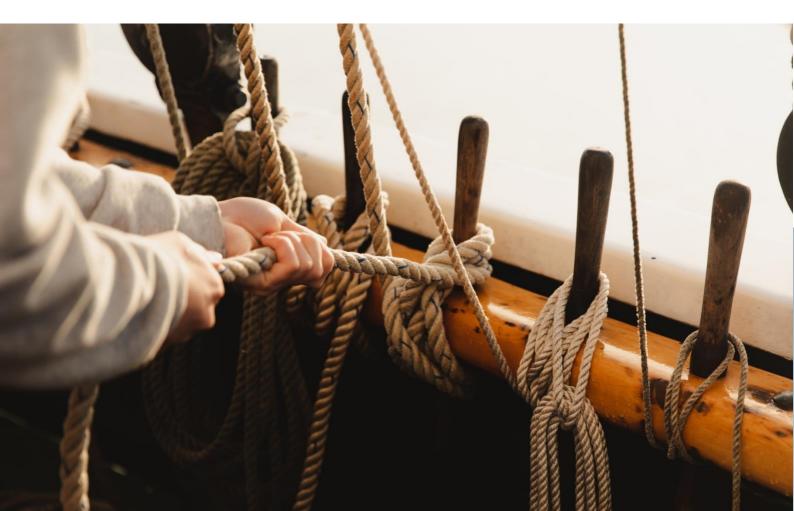
**Tucker-way:** Maintain the Tucker character in all matters

Magnetic: Attract, reward and develop a high-performing work force

Beyond Best Practice: Deliver operational excellence and innovative leadership beyond best practice

Te Ao Māori: Tikanga is upheld and we are committed to Mātauranga Māori

Clear communication: We will tell our story clearly and proudly



# Summary

This strategic plan utilises our people, place, and ship to deliver lifelong learning through the sea. The plan will empower the youth of Northland to lead rewarding lives. Our values provide agreed guidelines for our behaviour. The four strategic priorities focus our work and provide clear objectives. How we achieve our goals is as important as what we achieve.

This plan is the foundation for our decision making and planning from 2023 to 2033.