

**SIR PETER BLAKE  
MARINE EDUCATION AND RECREATION  
CENTRE  
STRATEGIC PLAN  
2014 – 2017**



**Purpose Statement**

**“To provide a life changing marine education and outdoor experience for young New Zealanders”**

# MERC'S 5 KEY STRATEGIC THEMES

Youth Focus	Leadership	Marine Education and Recreation	Organisational Excellence	Financial Sustainability
<p>Equal access to marine experiences</p> <p>Changing perspectives</p> <p>Have new experiences</p> <p>Grow leaders</p>	<p>Values based</p> <p>Providing opportunities for staff to grow to their full potential</p> <p>Sector/industry leadership</p>	<p>Environmental conservation programming</p> <p>Experiential learning</p> <p>Awareness of and improving water safety</p>	<p>Culture of Kaitiakitanga</p> <p>Education based on sound research</p> <p>Governance excellence</p> <p>People development</p> <p>Provide and maintain a safe and healthy work environment.</p>	<p>Ethical, legal and fair</p> <p>Ensure a variety of income streams</p> <p>Cost efficient</p> <p>Maintain high quality and safe facilities</p>

<b><u>STRATEGIC THEME</u></b>	<b><u>KEY ISSUES</u></b>	<b><u>DESCRIPTOR</u></b>
<b>1. Youth Focus</b>	a) <b>Equal access to Marine experiences</b>	<ul style="list-style-type: none"> <li>• Bring the ocean to all children</li> <li>• No barriers physical/ethnicity/decile</li> </ul>
	b) <b>Changing perspectives</b>	<ul style="list-style-type: none"> <li>• Learning they can make a difference</li> <li>• Learning about the environment, respect for the environment creates self-respect</li> <li>• Leadership programs</li> </ul>
	c) <b>Have new experiences</b>	<ul style="list-style-type: none"> <li>• Instil a passion for the environment</li> <li>• Activity specific programs to maximise new experiences</li> </ul>
	d) <b>Grow leaders</b>	<ul style="list-style-type: none"> <li>• Self-belief through experiential education</li> <li>• Establish leadership programmes</li> <li>• Mentoring and role modelling by instructors in terms of healthy respectful lifestyles for students</li> </ul>
<b>2. Leadership</b>	a) <b>Values Based</b>	<ul style="list-style-type: none"> <li>• Mutual respect</li> <li>• Role modelling respect for the environment</li> <li>• Sense of belonging to the MERC whānau</li> </ul>
	b) <b>Providing opportunities for staff to grow to their full potential</b>	<ul style="list-style-type: none"> <li>• Inspire positive personal growth</li> <li>• Encourage individual responsibility within MERC</li> <li>• Understand and respect diverse cultural backgrounds</li> </ul>
	c) <b>Sector/Industry leadership</b>	<ul style="list-style-type: none"> <li>• To be recognised as a leading organisation in the marine outdoor education field</li> <li>• To collaborate and partner with like-minded organisations</li> </ul>
<b>3. Marine Education and recreation</b>	a) <b>Environmental Conservation Programming</b>	<ul style="list-style-type: none"> <li>• Respect for the environment</li> <li>• Understanding the environment</li> <li>• Taking action for the environment</li> </ul>
	b) <b>Experiential learning</b>	<ul style="list-style-type: none"> <li>• Create awareness through activities</li> <li>• Learning they can make a difference</li> <li>• Ensure a quality recreational experience</li> </ul>
	c) <b>Awareness of and improving water safety</b>	<ul style="list-style-type: none"> <li>• Educate awareness of water safety</li> <li>• Improving water safety</li> </ul>
<b>4. Organisational Excellence</b>	a) <b>Culture of Kaitiakitanga</b>	<ul style="list-style-type: none"> <li>• Guardianship and protection of the marine environment</li> <li>• Encouragement of the wellbeing of staff and clients</li> </ul>
	b) <b>Education based on sound research</b>	<ul style="list-style-type: none"> <li>• Wānanga of the sea</li> </ul>
	c) <b>Governance excellence</b>	<ul style="list-style-type: none"> <li>• Ensuring knowledge, skills, and experience are present on the Board</li> <li>• Governance is distinct from Management</li> </ul>
	d) <b>People development</b>	<ul style="list-style-type: none"> <li>• develop existing talent with a focus on growth opportunities for both the individual and MERC</li> </ul>
	e) <b>Provide and maintain a safe and healthy work environment.</b>	<ul style="list-style-type: none"> <li>• Maintain "Site Safe" workplace</li> <li>• Aim for zero based incident site for incidents that rate 3 or above on the Incident Severity Scale</li> <li>• Increase the number of Instructor re-assessments</li> </ul>

<b>5. Financial Sustainability</b>	<b>a) Ethical, legal and fair</b>	<ul style="list-style-type: none"> <li>• Move to more environmentally friendly and low cost options</li> <li>• Fairness of access</li> <li>• Financial decisions are consistent with our environmental and MERC values</li> </ul>
	<b>b) Ensure a variety of income streams</b>	<ul style="list-style-type: none"> <li>• To protect and grow our endowment Funds</li> <li>• Diversification of general income streams</li> </ul>
	<b>c) Cost Efficient</b>	<ul style="list-style-type: none"> <li>• Living within our means</li> </ul>
	<b>d) Maintain high quality and safe facilities and equipment</b>	<ul style="list-style-type: none"> <li>• Ensuring facilities are fit for purpose</li> </ul>