

STRATEGIC PLAN 2024-2027

Purpose: “We want to re-start people caring for the environment...through adventure, participation, education and enjoyment.” Sir Peter Blake, final log entry, December 2001.

Vision 2050: All generations are inspired and empowered to be kaitiaki o te taiao.

Context for this strategic period:

The scale of the environmental challenge our society faces has increased, especially in areas such as ocean health and climate change, as demonstrated by the extreme weather events of 2023. We have however seen progress in initiatives to reduce emissions and enhance ocean health, while the ever-increasing understanding and acceptance of indigenous knowledge such as mātauranga Māori is exciting. The recognition of the need for environmental progress makes the kaupapa of BLAKE more relevant, and our programmes more in-demand, than ever before.

Despite this, our funding environment remains challenging, especially with the government deploying a tight fiscal strategy and the current economic climate resulting in a constrained commercial market.

For BLAKE, the past three years have seen us cement the changes made in the three years prior, through improving and growing existing programmes,

expanding into Wellington and Christchurch, and increasing our revenue. This platform has us ready to develop new activity and expand into new markets, with the aim of having impact befitting that of the legacy organisation of Sir Peter Blake.

To do this we will need to continue to execute delivery of existing programmes at a high level, while also being innovative and brave with the development of new activity capable of having big impact. New partnerships will be required, new markets and new sectors of society reached, and new funding sources secured.

This strategic plan gives an overview of the key initiatives we believe will leverage the strengths of the organisation over the next three years as we work towards our 2050 vision that all generations are inspired and empowered to be kaitiaki o te taiao.

BLAKE DEVELOPMENT					
Partnerships <ul style="list-style-type: none"> Initiate at least one formal partnership with a university. Maintain all existing key relationships. Enhance relationships with iwi/Māori. 	Brand & Communication <ul style="list-style-type: none"> Develop communications strategy to increase profile. Activate awards more aggressively for brand benefit. Improved understanding of programme impact via better connection with alumni. 	Māori & Pasifika <ul style="list-style-type: none"> Completion and implementation of Māori strategy. Increased Māori and Pasifika representation across programmes. 	Revenue growth <ul style="list-style-type: none"> Investment fund considered a source of seed funding for new activity. New commercial partners sought. International philanthropy approach investigated. Increase pay to participate. 	People <ul style="list-style-type: none"> Continued investment in people. Succession options in place for key roles where possible. Team development investment to manage increased geographic spread. 	Technology <ul style="list-style-type: none"> Technology strategy developed to ensure we are near forefront of change. Identify technology advisors / partners.

	ENVIRONMENTAL DISCOVERY	ENVIRONMENTAL LEADERSHIP
Existing activity	<ul style="list-style-type: none"> NZVR in Auckland/Wellington/Christchurch (40,000 students annually) BLAKE Explorers in Auckland/Wellington (320 students annually) 	<ul style="list-style-type: none"> BLAKE Inspire for Teachers (90 teachers annually) Annual delivery of BLAKE Expeditions (ensuring 'adventure' is retained) BLAKE Ambassadors (approx. 12 students annually)
Growth / changes to current activity	<ul style="list-style-type: none"> Introduction of NZVR climate change lesson and resources Expand to deliver in Waikato/BOP region (NZVR as initial focus)* Introduce international delivery of VR programme (through a partner) 	<ul style="list-style-type: none"> BLAKE Inspire (student) expanded through increased pay to participate New technical methods deployed through Inspire Increased use of mentoring post-Inspire to support specific students BLAKE Awards to align with environmental kaupapa Art residency re-introduced and delivered annually*
New programmes / projects	<ul style="list-style-type: none"> Delivery of teacher PD on climate change * Leverage The Ocean Race stopover (including Global Sustainability Summit) 	<ul style="list-style-type: none"> University level Inspire programme introduced with a focus on the role of business* Sport sector environmental leadership - education and support for the sport sector; public advocacy on climate change using sport as the voice and channel* Investigate delivery of a programme in NZ for international students - aligned to international philanthropy*

* Additional resourcing and therefore additional/new funding likely to be required.

MEASURES OF SUCCESS	
Scale and reach <ul style="list-style-type: none"> 60,000 students reached annually across Aotearoa through NZVR 700 people annually participate in multi-day residential programmes 	Quality and impact <ul style="list-style-type: none"> 90% significantly impacted by the programme**

**As measured by post-event surveys