



NEW ZEALAND
PARKS
LEADERS FORUM

Strategic Plan 2023

Mission

We are a professional leadership forum, growing highly capable practitioners to deliver world class New Zealand Parks. We do this by:

- Nurturing professional capability and teams
- Working collegially and sharing knowledge
- Driving innovation and agility
- Widely promoting the Parks Industry.

Vision

- Parks are recognised as integral to the four well beings
- We are leading discussions on emerging and current issues
- Our industry is heard and recognised by decision makers
- New Zealand parks industry is seen as best-practice, future focused parks practitioners
- The parks profession is seen as a valuable career with a clear pathway for growth and leadership.

Position Statement

“We nurture the environment where Parks Leaders thrive”

Audience

- Leaders/ managers
- Academic partners
- Industry and advocacy partners and NGOs
- Secondary education
- Tangata Whenua
- Associated industries and aligned professions
- Councils, General Managers of Council Groups and Unit Heads
- Councillors
- National Parks agency
- Funders (MBIE etc)
- Recreation Aotearoa
- Central Government
- Potential staff
- National and International Parks agencies and representative associations.

Strengths

- ✓ Nationwide representation
- ✓ Passion for the kaupapa
- ✓ Diversity in experience
- ✓ A collaborative mindset
- ✓ Openness to new ideas and methodologies
- ✓ Non-partisan
- ✓ Experienced in operating in a political space
- ✓ Healthy partnerships with signed MOU's between PLF and Recreation Aotearoa, RNZIH and Lincoln University
- ✓ Credibility
- ✓ Trust within the group
- ✓ Trusted advisor for government agencies e.g., COVID-19 pandemic advice and protocols and work with PCE on green infrastructure
- ✓ Growth in membership and relationships
- ✓ Financially secure

Opportunities

- ✓ Development of professional development offering
- ✓ Training opportunities for managers
- ✓ Partnering to solve specific issues
- ✓ Revenue-bearing activities that leverage off our strengths
- ✓ Applied solutions
- ✓ Lincoln – vocational course
- ✓ 'Packaging and branding' of our offering
- ✓ Climate change activity
- ✓ Special interest group relationship with Taituarā – advocacy and professional development

Weaknesses

- ✓ Voluntary nature of leadership (time poor)
- ✓ Lack of targeted, planned PR
- ✓ The price tag on membership may be a barrier?
- ✓ Lack of formal compulsory professional development for members
- ✓

Threats

- ✓ Cost of joining
- ✓ Inertia
- ✓ Lack of understanding of the kaupapa
- ✓ Perception of duplication with Recreation Aotearoa
- ✓ Mission-creep
- ✓ Lack of effective communication (we have incorrect perceptions to debunk)
- ✓ Lack of succession

Goals

Goal one: Parks are recognised as integral to the four well beings

We will do this by:

- Advocating at a central government level around the significance of parks
- Submissions and participation in select committee processes for legislative change
- Providing best practice information and data sets for the benefits of parks
- Providing guidance to park agencies as a result of specific sector workshops.

Goal two: We are leading discussions on emerging and current issues

We will do this by:

- Establishing baselines and datasets to inform emerging and current issues
- Industry workshops and peer reviews
- Surveying members and networks to establish an industry agenda.

Goal three: Our industry is heard and recognised by decision makers

We will do this by:

- Governance to governance relationships
- Relationship with tangata whenua to listen to advances in co-decision making contexts
- Co-ordinate pan sector issues and commonalities
- Up to date and resourced digital platforms
- Form relationships with decision makers and funders to collaborate on macro issues.

Goal four: New Zealand parks industry is seen as best-practice, future focused parks practitioners

We will do this by:

- A Parks Leaders Forum lead industry agenda for areas of focus
- A business plan to support this strategic plan which lists priorities
- Develop measures and result areas in consultation with the sector
- Provide support services to parks agencies and environmental managers
- Co-ordinate with tangata whenua holistic and new approaches to leadership and management of the environment.

Goal five: The parks profession is seen as a valuable career with a clear pathway for growth and leadership

We will do this by:

- Campaign with our partners (e.g., Lincoln University)
- Co-ordinate Parks Leaders Forum scholarship outcomes e.g., with Department of Conservation
- Work with tangata whenua to identify career pathways and sector support for new parks agencies
- Continue our advocacy with central government on apprenticeship support for employers
- Advocacy for pay rates and accurate benchmarking of salaried roles.

Goal One: Work toward financial stability

We will do this by:

- Increasing membership through direct marketing, ambassadors and quality offerings
- Developing diverse revenue streams on our own and in partnership with others
- Developing a strategic and achievable budget
- Develop a sponsorship offering for potential business supporters.

Goal Two Systems to support excellent governance

We will do this by:

- Maintenance of workstream sub-committees to ensure work is progressed and everyone is contributing to a high level
- Development and reporting of performance measures to demonstrate to the membership, the value of belonging and the outcomes of our work
- Development of history, stories and a knowledge bank as a resource for the Board, the membership and our external partners.

Goal Three Develop the PLF Identity

We will do this by:

- Consistency of key messages to ensure clarity of purpose for present and future members and partners
- Continuous development of the brand to give us an identity to reinforce key messages and increase recognition of our work in the Parks Sector
- Maximising available communication methods to maintain engagement, ensure understanding of our purpose and gain useful, practical industry insights
- Seek and reflect the voice of tangata whenua in both planning and execution of our kaupapa. We will engage with our contacts to develop a whakatauki (proverb) for our work.

Goal Four Drive and support professional development for Parks Leaders

We will do this by:

- Linking with relevant tertiary providers and Taituarā to assist with content, ensure relevancy and drive membership
- Providing and leveraging accessible and affordable networking opportunities to drive and support collaboration and connectedness amongst our membership
- Developing relevant specialist topic workshops, hui and conversations in collaboration with the membership, our partners and local/ central government, ensuring we are responsive to the changing needs of the sector
- Provide opportunities to extend members' understanding of Te Ao Māori, te Mana o te Wai, and support effective collaboration with mana whenua.

Goal Five Develop our “Future Focus”

We will do this by:

- Fostering and utilising innovative ideas so that knowledge is shared and resources used wisely
- Capturing and acting on parks sector ‘hot topics’ by providing relevant and timely opportunities to learn and innovate
- Developing position statements on key issues for the parks sector to enhance the reputation and reach of Parks agencies and ensure our voice is heard at the highest levels
- Adopting Climate Change as a key driver of our work.

Goal Six Articulate to our audience and the wider public – the value of parks

We will do this by:

- Developing and nurturing the parks leaders' group through advocacy, professional development and sharing of ideas
- Gathering data and evidence to support our statements and to build a library of knowledge from which all members can draw and to which they can contribute
- Using benchmarking tools to ensure the quality of our outcomes and those of the sector as a whole
- Partnering with others on issues of shared interest, to advance positive outcomes and build awareness and understanding of the parks sector and its contribution to community wellbeing.

Spheres of Influence and Reach

