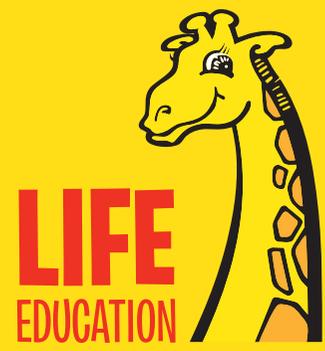




STRATEGIC PLAN

THE NEXT FIVE YEARS

..... DECEMBER 2020



Learning with Harold



VISION



ENHANCE



QUALITY

CHILDREN'S LIVES



PURPOSE

EDUCATE



EMPOWER

CHILDREN TO MAKE HEALTHY CHOICES SO THEY CAN LIVE FULL AND HEALTHY LIVES



VISION & PURPOSE

VISION - To enhance the quality of children's lives.

PURPOSE - To educate and empower children to make healthy choices so they can live full and healthy lives.

Children will understand the magnificence of the human brain and how their brain develops as they grow. They will understand the importance of healthy decisions and how their body functions through a science based, enriched education experience.

Children will understand they have their own unique identity and that it's OK to be different. Life Education will help children develop their resilience strategies to support them with the challenges of growing up.

Life Education goals are achieved by 340 volunteer Trustees of more than 30 Community Trusts operating more than 45 mobile classrooms and employing nearly 50 specialist health teachers. Our success is the success of our Community Trusts.

OUR VALUES

We are committed to providing positive health based education in a way that ensures Life Education remains:

Authoritative... updating our knowledge and expertise to ensure we are meeting the needs of children.

Independent... ensuring we can never be captured by political, educational or funder ideologies.

Inspirational... we will be innovative and challenging to ensure we capture the imaginations, hearts and minds of our children and our partners. We aspire to continuous improvement to bring fresh thinking and innovative delivery of life skills to children.

Trusted... at all times we act with integrity, professionalism and can be relied upon.

Dedicated... we are dedicated to improve the knowledge base of children, to remain energised and focussed on our vision.

Non-judgemental... in all our efforts we will remain inclusive, caring and respectful – driven by our belief that every child is precious, and deserving of love and respect.

Enabling... our focus is on ensuring children are enabled through health based education, and our volunteers and staff feel enabled and supported in the work they do to achieve our purpose. We value our people and their time.

Recognising that our success is not the work of one, but the work of many.



CRITICAL SUCCESS FACTORS

Critical Success Factors

- 1 Strong local Trusts meeting the resource needs of educators
- 2 The resources to enable us to achieve our goals
- 3 Strategies to reach all children
- 4 We remain relevant, but true to our philosophy
- 5 Our programme is highly regarded by schools and children can engage with Harold at every opportunity
- 6 Research validates the value of Life Education

We have four strategies to achieve success...



THE FOUR STRATEGIES

STRATEGY

1

Skilled, engaged and motivated people.

STRATEGY

2

We are using our resources to their full potential.

STRATEGY

3

Our programme is highly regarded by schools, and childrens' experiences are stimulating, captivating and the messages are retained.

STRATEGY

4

Children establish a meaningful relationship with Life Education.

STRATEGY ONE

1

Skilled, engaged and motivated people.

Our strength lies in our volunteers committing their time and energy and our Educators' skill and passion to make a difference.

1. **Our people are skilled, engaged, equipped and motivated**
 - 1.1. Our recruitment, training and development process and accreditation practices creates a talented and highly skilled team.
 - 1.2. We ensure our people are motivated by the potential we can achieve and informed of our successes.
 - 1.3. Our Educators have leadership pathways and opportunities to develop their potential.
 - 1.4. We have a recognition programme to acknowledge the achievements and commitment of our people.



STRATEGY TWO

2

We are using our resources to their full potential.

To make the most of our capacity and strive to support every child, we need a flexible and responsive approach to how we coordinate our assets and resources.

1. We will achieve growth within existing capacity

- 1.1. We have business information systems enabling our Trusts to access relevant information about their potential reach in their area to support their annual planning with schools so more children can participate.
- 1.2. By providing Trusts with support to develop new opportunities and sharing best practice.
- 1.3. We ensure our regional model responds to changing demographics and new opportunities with a flexible approach to find the best operating model in each case.
- 1.4. We have a holistic (one organisation) approach to our planning to ensure regional boundaries are not barriers to reaching every child where we have the capacity to do so.

2. We will ensure we have the resources required to achieve our vision

- 2.1. A ratio of 1 Mobile Learning Centre to 10,000 children continues to be the model we strive to achieve, where geographically relevant.
- 2.2. We have a income strategy to enable us to achieve our goals.
- 2.3. Our brand strategy will define who we are and portray these messages clearly.
- 2.4. We will create new opportunities for sponsors within our programme development.

STRATEGY THREE

3

Our programme is highly regarded by schools and childrens' experiences are stimulating, captivating and the messages are retained.

To reach children we must meet and exceed schools' expectations by providing a learning experience that enhances their teaching plan and is aligned to leading pedagogy.

1. We have a programme that provides flexible and differentiated support

- 1.1. We engage teachers in a shared planning process to meet the needs of their students.
- 1.2. We utilise the Inquiry process, as outlined in the New Zealand Curriculum, to develop pathways of learning which enable students to lead their own inquiries.
- 1.3. We will continue to evolve our programme from a modular structure to a flexible conceptual map, which graphically organises and represents our key concepts.
- 1.4. We provide teachers with access to quality classroom resources to support our school visits, ensuring our lessons are integrated into school classroom learning.

2. We will exceed schools' expectations

- 2.1. We have a continuous feedback process in place and use this to strive for continuous improvement.

3. We use a stimulating and enriched environment to create the best possible learning experiences

- 3.1. Our Mobile Learning Centres are an imaginative and engaging learning environment.
- 3.2. We take a "develop once, use many" approach to digital content development to ensure a continuous learning process and experience through all our channels of engagement.

STRATEGY FOUR

4

Children establish a meaningful relationship with Life Education.

Empowering children is a journey. We will evolve, so more children and youth will be able to engage with us in schools and virtually in their homes.

1. We become the first source of information

- 1.1. Children can access our core messages, programme content and topical information to support their learning in their school classroom independent of a school visit by our mobile learning centres.

2. We become more effective because children and youth can develop a relationship with us in their homes

- 2.1. We develop communication tactics and an online opportunity for children to engage, revisit the messages they learnt at school and build a relationship with Harold in their own environment.
- 2.2. From these new opportunities we attract new supporters.

3. The opportunity to access information and acquire knowledge will not be restricted by age

- 3.1. Through the development of our online content, adults will have access to Life Education enabling them to support their children, consistent with our vision.



THE MEASURABLES

Strategy One: Skilled, engaged and motivated people.

- Our annual awards recognise the contribution and achievements of our volunteers and Educators From 2016
- Our Educators are all registered teachers and we have a leadership pathway for Educators From 2015
- More than 70% of volunteers at our national conference are very confident of the organisation's direction Annual

Strategy Two: We are using our resources to their full potential

- Our CRM provides a simple dashboard of relevant data for each Trust By 2017
- Each Trust operates on a standard chart of accounts and common accounting system By July 2016
- The number of children taught per classroom increases From 5,350 in 2011 to 6,060 children by 2018
- The average number of days each mobile classroom is teaching per annum increases From 161 in 2013 To 170 by 2018
- All Trusts see more than 50% of the children in their area each year By 2019
- The number of infrequent schools (visits more than two years apart) reduces To less than 15% of schools by 2018

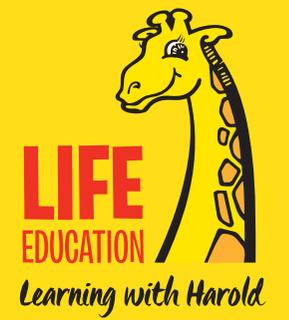
Strategy Three: Our programme is highly regarded by schools and participants' experiences are stimulating, captivating and messages our retained.

- Teachers 'strongly agree' that they would recommend Life Education to other schools in their area 74% by 2018 (67% in 2013)
- Teachers 'strongly agree' the content tied in well with what they are currently teaching in the classroom 55% by 2018 (39% in 2013)
- Our 3G classroom upgrade programme is complete By 2017
- The redevelopment of our school classroom resources from 'modules' to 'big questions' is complete By 2018

Strategy Four: Children establish a meaningful relationship with Life Education

- We have an online presence that children can access directly at home, to support and empower them By 2017





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