



## FIVE YEAR STRATEGIC PLAN (2014-2019) (DRAFT)

### Key Mission Statements

<b>Guardianship</b>	The Trust exists to conserve penguins and other seabirds on the West Coast. By treating the penguins and other coastal birds as treasures or <i>taonga</i> we help look after the wider marine and coastal environment on the West Coast.
<b>Conservation</b>	The Trust will strive to conserve penguins and other seabirds on the West Coast following best practice as determined by DOC, scientific knowledge of the species concerned and conservation science; it aims to provide leadership to foster conservation within the region.
<b>Financial</b>	The Trust will manage finances prudently and aim to assemble cash reserves sufficient to finance twelve months of operations.
<b>Professionalism</b>	In every case the Trust will conduct its business, whether financial, conservation or otherwise, in a professional manner, building and maintaining good relations with associated organisations and people.

## Outcome Objectives

### 1. Penguins and other seabirds

- Penguin and other seabird numbers within protected and monitored colonies increase year on year (blue penguin, sooty shearwater)
- Blue penguin deaths due to vehicles and dogs decline year on year
- Threats to Fiordland crested penguins are understood and practical projects developed and implemented to address them by 2018
- Fairy prions on Wall Island and spotted shags in the Buller area are monitored to ensure they remain free of human caused threats

### 2. Community

- All primary school teachers, home school groups, youth leaders and holiday programme coordinators have free access to the Trust's education resource by the end of 2014
- Coastal communities appreciate local penguins and seabirds and support the Trust's work as evidenced by their volunteering, attending events and becoming partners, supporters or members
- Community conservation groups are empowered by attending fora and workshops facilitated and/or hosted by the Trust

### 3. Financial

- The Trust is self-sustaining and 'weaned off' Department of Conservation funding by 2020

## Process Objectives

### 4. Science

Science and conservation best practice will inform all conservation related Trust activities.

- The Trust will be well-connected to the conservation and scientific communities, will seek advice when appropriate, maintain awareness of relevant research and conduct or support applied conservation research
- Conservation best-practice and science will inform species conservation and any related habitat protection
- The Trust will aim to conserve whole-of-ecosystem habitats where appropriate

### 5. Education and Advocacy

The Trust's educational services and advocacy will be effective and up to date.

- Whenever possible, the Trust will exploit opportunities to promote penguin and seabird conservation, particularly in working with local, regional and central government

- All education resources will be fact based and maintained and presented using the most current information available
- The blue penguin is used as an emblem to promote and advance conservation on the West Coast
- The Trust's brand and positive profile is developed and maintained

## **6. Practical projects**

- The Trust will undertake predator control, species protection, habitat enhancement and other practical projects for the benefit of penguins and other seabirds
- The Trust will undertake surveys and monitoring projects to better understand the ecology and threats to penguins and other seabirds

## **7. Business and financial development**

- The Trust will concentrate on diversifying and growing revenue streams to include individual, trust, corporate and public sectors
- The Trust will endeavour to set aside a capital fund each year

## **8. People**

Every Trustee and member of staff will strive to achieve the guardianship, conservation, financial, and professionalism goals of the Trust.

- The Trust Board will endeavour to source a diverse range of skills and expertise among its Trustees, including conservation, ecology, financial management, tikanga (Māori custom), fundraising, marketing and promotions
- The Trust will endeavour to maintain, as a minimum, a full time Manager, a part time Field Ranger (15hrs per week) plus part time accounts and education support
- The Trust will endeavour to provide development opportunities for Trustees and staff
- The Trust will endeavour to meet the needs of Trustees and staff in order to optimise their ability to function in their roles

## **9. External Relations**

Every Trustee and staff member will attempt to generate positive perceptions of the Trust and develop mutually supportive partnerships through collegial relationships with external organisations and individuals.

- The Trust will be regarded as a legitimate and respected leader for community conservation in the region
- The Trust will aim for representation on as many relevant decision-making bodies as possible
- The Trust will aim for a presence at as many relevant events as possible
- The interests of people, their communities and Māoritanga (Māori culture, practices and beliefs) will be considered when developing and implementing practical projects through timely consultation
- Existing and new partnerships will be developed and maintained to secure greater conservation outcomes

## **10. Administration/Organisation**

The Trust will be well led, organised and administered.

- The Trust will exemplify best practice in its use of up-to-date technology, health and safety procedures, financial systems and comprehensive operational policies and procedures
- There is a clear understanding and separation of governance and operations

## **Vision Statements**

- Penguins, other seabirds and the coastal environment are protected for their intrinsic values and for the benefit and enjoyment of all West Coasters.
- The Trust is quantifiably influential in promoting coastal conservation.
- The Trust conducts practical wildlife management operations to enhance populations of penguins and other seabirds.
- The Trust is a good employer and ensures professional development pathways for staff.
- The Trust is an exemplary NGO, collaborating with others to achieve optimum conservation based on sound science and current best-practice.
- The West Coast community has a greater appreciation of conservation and increasingly implements conservation oriented actions.