



**West Coast
Penguin Trust**

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

Key Mission Statements

Guardianship	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.
Conservation	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.
Financial	The Trust will manage finances prudently and aim to assemble cash reserves sufficient to finance twelve months of operations.
Professionalism	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.