

*Be a part of our journey*

*We care...*

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# WINGSPAN

BIRDS OF PREY FOR OUR FUTURE

*Strategic Plan – Mahere Rautaki*



**IF WE ARE  
SERIOUS ABOUT  
RESTORING  
OUR PLANET  
AND GETTING  
IT BACK ON ITS  
SUSTAINABLE  
TRAJECTORY,  
WE NEED A VERY  
PRECISE AND  
EXECUTABLE  
PLAN.**

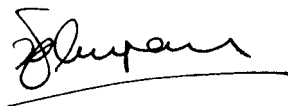
# FOREWORD

>> This plan will require a series of components that all work in harmony and in the same direction. It will be the usual, common sense activities that form part of the whole mission: education, science, research, advocacy and fund raising, but the inclusion of cultural values and ecological services is of paramount importance to the real reason we are embarking on the 'Wingspan Journey'.

It can be argued that there is nothing terribly "special" about Wingspan; there are thousands of Trusts and organisations with a similar environmental goal on Earth, each with the same amount of enthusiasm and drive towards restoration.

Of course, all these organisations are our partners in the largest movement on the Planet. It is a movement that nobody started; a movement that has no head office, no manifest or central ideology; an un-named movement that has no leader and is the most diverse ever seen. We are all in this together and the aim is a Better World – whatever that may mean. It touches kinship, social justice, all religions and indigenous culture.

The key element for Wingspan is a healthy Environment and functioning ecological systems. You can strip it down to healthy land and healthy people. What makes Wingspan so special is the people that put their energy into it and... the birds themselves. There is no way we can restore ecological systems if the top predator is not thriving.



**Ruud Kleinpaste**  
Patron

# INTRODUCTION

*To mark the twenty year anniversary of the Wingspan Birds of Prey Trust, Wingspan has developed a strategic plan to guide its work into the future.*

The development of this strategic plan has been undertaken in recognition that of the birds of prey that are found in New Zealand:

- the geographic range of the 'Karearea' New Zealand falcon has been greatly reduced and it is now classified in New Zealand as threatened with the risk of extinction in the wild;
- new information suggests that the 'Ruru' morepork may be in decline;
- the 'Kahu' Australasian harrier is our commonest native raptor but little understood; and
- as New Zealand's most recently settled native species, the Barn owl deserves attention.

Clearly action is required. As the preeminent raptor conservation organisation in New Zealand, Wingspan is the organisation best placed to spearhead this action.

Our strategic plan outlines our vision, goal and four key result areas for the trust. This is underpinned by our belief that because birds of prey require a healthy environment, the creation of an environmentally sustainable New Zealand is as important as direct conservation action aimed at species.

Wingspan believes that the conservation of the unique cultural heritage surrounding birds of prey is also of vital importance, particularly their significance to tangata whenua and other New Zealanders.

Wingspan recognises that partnerships are vital to achieving its goal. Developing partnerships between Wingspan and other like-minded organisations is central to our strategic plan. Only by working together can we realise the vision of an environmentally sustainable New Zealand that not only benefits birds of prey, but also provides for general societal wellbeing.



**Debbie Stewart**  
Executive Director

# WINGSPAN'S STRATEGIC DIRECTION

## OUR GOAL

To restore New Zealand's birds of prey and their habitats, improve their lives and secure their long term future through research based conservation

## KEY RESULT AREA

### EDUCATION MĀTAURANGA

The New Zealand public are educated about the birds of prey that occur in NZ, their cultural significance, and how they are entwined with environmental health and the wellbeing of humans

#### Objective 1

Educate people about New Zealand's birds of prey and the threats to their conservation

#### Objective 2

Highlight the cultural significance of birds of prey in New Zealand and around the world

#### Objective 3

Illustrate how birds of prey and their conservation are entwined with New Zealand's environmental and human health

#### Objective 4

In partnership with other organisations, educate people about environmentally sustainable practices

### ADVOCACY HAPAHAPAI

The New Zealand public support the conservation of New Zealand's birds of prey, the cultures associated with them and the habitats in which they live

#### Objective 5

Research the ecological requirements and factors limiting birds of prey in New Zealand

#### Objective 6

Advocate for nationwide action to reduce the factors limiting populations of New Zealand's birds of prey

#### Objective 7

Research and promote cultural associations with birds of prey

#### Objective 8

In partnership with other organisations, advocate for environmentally sustainable practices

## OUR APPROACH – TE

We work in partnership with others to promote and o

## WHĀINGA

birds of prey into our daily  
term future through practical  
tion action and education

## AS – TUKUNGA IHO

### CONSERVATION WHAKAUKA

Wild populations of birds of prey, our taonga,  
are restored into our environment

#### *Objective 9*

Supplement and restore wild populations  
of birds of prey nationwide

#### *Objective 10*

Promote land-use practices that support birds of prey

#### *Objective 11*

Work in partnership with other organisations  
to conserve birds of prey

### ORGANISATIONAL SUSTAINABILITY PAKIHI

Wingspan the Charitable Trust is financially  
sustainable while maintaining environmental  
and cultural integrity

#### *Objective 12*

Put in place organisational, environmental  
and cultural integrity policies/standards

#### *Objective 13*

Develop and implement a business model that ensures  
that the trust is financially sustainable in perpetuity

## ARA WHAKAHAERE

create an environmentally sustainable New Zealand

# WINGSPAN'S STRATEGIC WORK PROGRAMMES

*Wingspan's strategic plan will be delivered through three strategic work programmes. Together, these strategic work programmes will enable Wingspan to deliver on its goal and objectives in a coherent, integrated and cost effective way.*

## Education and Advocacy Programme

Wingspan will achieve its objectives for education by using a wide variety of outreach methods, targeting all areas of New Zealand society.

The dissemination of clear environmental messages, backed by sound science, is central to our Education and Advocacy Programme.

A new centre, The Wingspan National Bird of Prey & Environment Centre, is to be established as a hub for this programme and our wider conservation work. The Centre will be holistic in its approach incorporating sustainability principles and using environmentally sustainable building and operational practices.

The Centre will demonstrate the cultural importance of birds of prey and will showcase hands-on conservation work to the public. Allowing the public to interact with the birds and see the work that the Trust does first hand is fundamental to Wingspan's approach to education.

*Objectives addressed: 1, 2, 3, 4, 6, 7, 8, 10 & 11*

## Conservation Action Programme

The Conservation Action Programme delivers Wingspan's conservation objectives through research, advocacy and hands-on management of birds of prey.

Strategically designed research projects will provide the knowledge necessary to prioritise and refine the conservation actions implemented by Wingspan and its partners. Captive breeding and rehabilitation for release is at the heart of this programme enabling wild populations to be supplemented or re-established where necessary.

Advocating for action to reduce negative impacts and increase activities that support birds of prey is core to our conservation work; complementing and building on our Education and Advocacy Programme.

*Objectives addressed: 5, 9, 10 & 11*

## Organisational Capability Programme

By putting in place organisational, environmental and cultural policies our Organisational Capability Programme ensures that Wingspan and its activities will be maintained in the long-term. The programme includes the key actions necessary to maintaining the financial and technical sustainability of Wingspan, allowing us to be strategic in our growth and enabling us to implement the actions necessary to achieve our goal.

*Objectives addressed: 11, 12 & 13*

**Working in partnership with other organisations crosscuts our work, ensuring that Wingspan reaches the widest possible audience and secures the expertise and support required to reach our goal.**

The specific details of how each strategic work programme will be executed are outlined in the Wingspan Birds of Prey Trust Operational Plan, 2012:2017.

# ENSURING SUCCESS

Wingspan's strategic plan is a living dynamic approach to the long term conservation of New Zealand's birds of prey. To be successful and enduring it is important that our day to day, month to month and year to year activities deliver the impacts we seek to achieve. We need to monitor our progress against our goal and objectives, and be able to adjust our activities, programmes, and priorities to respond promptly and effectively to new information.

Our five year operational plan provides detailed actions on what we are doing now to deliver our long term goals and objectives. The operational plan also includes specific indicators and measures which allows us to monitor how effective our work is and the progress we are making. This monitoring provides for transparency in reporting on what we have done, sharing our successes and to quickly and effectively adjust our work programmes in response to emerging trends and knowledge.

This adaptive management approach enables continuous improvement in our work for the conservation of New Zealand's birds of prey.