



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.**

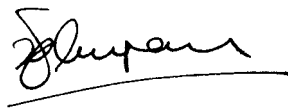
FOREWORD

>> 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
lives and secure their long term
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 c

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.

Be a part of our journey

We care...

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