



OTAGO PENINSULA BIODIVERSITY TRUST

SUMMARISED STRATEGIC PLAN

(Public version)

2013-2018

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1.0 Executive Summary

Based on the trustees' understanding of the OPBT's mission, areas of operations, values, and its strengths and weaknesses, the following 5-year strategic direction has been developed.

Over the next five years (2013-2018) the Trust builds on its strong relationship with the Otago Peninsula community, completing the possum operation to achieve 0% population density across the extent of the Peninsula and begins the next phase of multi-species pest control operations, working towards the 50-year vision of creating a pest-free Peninsula. In working towards these outcomes, the Trust will enhance its technical competency, quality of management and level of innovation. It will become a leader in community conservation and pest management initiatives, and will share its success with individuals and groups nationally.

Specific outcomes for the Trust in this period are:

- Complete the flagship possum project, aiming to achieve zero-density possum population across the Peninsula within five years, and to have in place a management programme that aims to prevent reinvasion and manages incursions as and when known;
- Design, and then implement, achievable multi-species pest predator strategies across the Otago Peninsula, working with landowners on private and public land.
- Continue to engage with the Otago Peninsula community. This engagement will come in the form of group education and direct communication with individuals and community. The Trust will communicate to the public its vision and goals, being explicit about expected outcomes;
- Continue to empower volunteers who participate in relevant projects the Trust promotes and manages. In doing so, the Trust will develop and support this network of volunteers, encourage greater use of volunteers in achieving stated outcomes, and create strong supporters throughout the community;
- Strengthen and deepen its existing technical support networks to ensure it is guided by leading technical advice. The Trust is committed to ensuring all its programmes are executed in an exemplary manner, and as such all future pest management programmes will be planned with the assistance of relevant experts;
- Continue to monitor the outcomes of all programmes, communicating those outcomes to all interested parties;
- Maintain and strengthen its relationships with existing partners and supporting stakeholders (such as STOP and the YEPT), emphasising long-term partnerships. Partnering with DOC on a meaningful and serious level, as well as the Dunedin City Council and the Otago Regional Council, is especially important;

- Take a role in working with individuals, agencies and NGOs that aims to enhance biodiversity on the Otago Peninsula, striving to create a collaborative vision for the Peninsula, and in doing so to identify the roles and responsibilities each group will play in achieving that vision;
- Improve its internal management systems, including the protection of intellectual property, risk management procedures, sharing and management of information within the Trust, financial management, information storage, and internal reporting procedures;
- Reduce its exposure to being solely reliant on contestable funding to maintain its financial stability. It will seek corporate sponsorship and long-term guaranteed contributions from partners.

2.0 Introduction

The trustees of the Otago Peninsula Biodiversity Trust (OPBT) developed this strategic plan with assistance from Ahika Consulting Ltd. It provides the OPBT with a five-year roadmap for project and organisational development for the period 2013–2018. The trustees and project management contractors will review progress quarterly and will review an annual plan as needed.

This plan was developed with broad involvement and guidance from the ten trustees and the sole project contractor currently associated with the Trust. These people met on three occasions to reflect on the mission, vision, core operating values and assumptions underlying the organisation’s approach to its work.

Ahika Consulting facilitated that process and conducted a SWOT assessment and external environmental scan. These processes helped Ahika to understand the opportunities and challenges the Trust is likely to face over the next five years and to then set the context for the choices reflected in this strategic plan.

3.0 Background and History

In 2008 the original members of the Otago Peninsula Biodiversity Group (OPBG) came together out of a shared desire to enhance and protect the natural values of the Otago Peninsula. Each member of the group had an attachment to the Otago Peninsula, and an expressed desire to protect and enhance its values. There was a shared appreciation that the Peninsula is a unique place, and that its underlying values need protecting and enhancing.

Throughout 2008 and 2009 the group embarked on planning and consultation for their flagship project “Towards a Pest-Free Peninsula”. During this 18-month period the group consulted widely with the community, and received widespread support for its stated ambition to control possums on the Peninsula. Concurrently, in order to understand the

feasibility of eradicating possums from the Peninsula, the group commissioned the development of a technical Possum Eradication Plan.

In 2010 the OPBG became a charitable trust. The Trust's first objective sums up the intent of the Trust – "To sustain the natural environment of the Otago Peninsula – a place of international significance for its wildlife, where natural and economic values are mutually reinforced and respected and where protection of biological diversity is in keeping with resilient ecosystems, production from the land and a healthy quality of life."

Also in 2010, the Trust contracted a project manager to implement a three-year operational plan centred on beginning the long-term process of removing possums from the Peninsula. The interim goal of the possum-free project is to achieve 0% density of possums across the Peninsula by 2015.

In the three years to March 2013, the Trust has:

- Completed two years of possum control in Sectors 1-3 with over 4,000 possums now removed. This represents an average reduction in possum numbers of 82% across the three areas;
- Established 23 one-kilometre bird monitoring transects, each of which is walked by volunteer bird monitors. The objective is to measure changes in bird numbers and species after possum control operations have been implemented;
- Established 14 vegetation monitoring sites with the help of a consultant ecologist. This involves using a foliar browse index, permanent vegetation plots and photo points. Each site consists of a 10m by 10m plot. The objective is to measure changes in vegetation, species, growth and foliage, both before and after possum control operations;
- Established 10 rodent monitoring lines through different habitats. Each line consists of 10 tracking tunnels spaced at 50m intervals over a 500m transect. The objective of rodent monitoring is to measure changes in rat numbers after possum control operations;
- Reached approximately 3,500 volunteer hours in 2010-12;
- Established the "Speight's Bait Station/ Trap Line" from September 2011 in Sector 3, to prevent re-invasion of possums from the yet-to-be-controlled Sector 4. Trap catch in this buffer is now 0.001%, ie one possum caught per 1000 trap nights;
- Initiated community trapping by volunteers in urban areas using Timms Traps from mid- 2011. Over 140 Timms Traps are currently in use and have accounted for over 250 possums to date;
- Collaborated with Amy Adams (University of Otago PhD candidate), who has completed her first season's fieldwork investigating the 'Spatial Movement of Possums in Urban Environments'. This study will help the Trust tailor management

strategies to urban environments in the suburbs that comprise the buffer between the city and the Peninsula and the suburbs on the Peninsula itself;

- Begun possum control in rural land from Portobello back to the city, under way since March 2013;
- Continued successful fundraising, underpinning the project's momentum. As at March 2013, approximately \$628,000 has been raised for the Pest-Free Peninsula project;
- Generated significant media coverage from the project, including coverage on mainstream television and in the print media. One significant-sized Dunedin business – Speights Brewery – has also sought to collaborate with the OPBT, producing its own film of the OPBT's operations for use in its commercial marketing.

4.0 Vision

The Trust's board has, up until recently, lacked consensus and understanding about the mission of the group and the goals associated with achieving this. The development of this Strategic Plan has helped the trustees evaluate the Trust's current position and agree on a vision and strategy for the future. Agreeing to a future strategy is an important and necessary part of a robust Trust, laying a strong foundation for the future.

During the development of this Strategic Plan, the Trust has developed a vision statement and mission statement, as follows:

“Working with our community to create a pest-free Peninsula by 2050, in order to enhance our biodiversity.”

The vision builds upon the existing statements that have been made to the community regarding reaching “Pest-free Peninsula” status, and expands on it to incorporate the other key points the Trust considers need to be more explicit – that enhancing biodiversity is a goal that is equal to becoming pest-free, and that the community is fundamental to the success of such an initiative.

5.0 Mission

“The OPBT is enhancing the Otago Peninsula's natural environment for people and our indigenous wildlife. Through partnerships that enable the community to participate in and deliver coordinated peninsula-wide pest control and biodiversity-enhancing projects we are restoring the resilience of ecosystems and providing a healthy quality of life for all.”

The OPBT did not previously have a mission statement. The new mission statement reflects three important dimensions that define the purpose of this organisation. Firstly, the Trust

aims to enhance the natural environment. Secondly, enhancement of the natural environment will occur with the support and participation of the community. Thirdly, the intended beneficiaries of this enhanced natural environment are both people and indigenous wildlife.

6.0 Trust Objectives

As the name suggests, the Otago Peninsula Biodiversity Trust is a group that is involved in biodiversity on the Otago Peninsula. The following objectives of the Trust reinforce this:

- (a) To sustain the natural environment of the Otago Peninsula – a place of international significance for its wildlife, where natural and economic values are mutually reinforced and respected and where protection of biological diversity is in keeping with resilient ecosystems, production from the land and a healthy quality of life.
- (b) The Trust will, in partnership with the Otago Peninsula community:
 - work to enhance the biodiversity of the Otago Peninsula;
 - consult with Otago Peninsula residents and organisations;
 - plan and implement pest eradication and control projects in partnership with landowners;
 - use technologies that are friendly to people and pets, and do not harm non-target species;
 - promote knowledge and interest in biodiversity on the Otago Peninsula by meetings and publications of an educational nature;
 - facilitate community participation and encourage local ownership of each project;
 - monitor projects to ensure their effectiveness.

7.0 Core Values

The values that the trustees of the OPBT share provide the motivation and drive that determine what this organisation does and how it goes about it. The following values influence the culture and public image of the Trust, as an effective community-based organisation that is benefiting the natural environment and the community of the Otago Peninsula.

1. **Enhancing the Natural Environment:** The OPBT is driven by a desire to enhance the biodiversity and the natural environment of the Otago Peninsula.
2. **Higher Quality of Life:** The OPBT believes that an enhanced natural environment will make the Otago Peninsula a better place to live, contributing to a higher quality of life for all.

3. **Community Partnerships:** The OPBT seeks to work on biodiversity projects in partnership with the Otago Peninsula community because we believe it will make for a higher quality of life for all.
4. **Community Trust:** The OPBT believes that trust and understanding are essential requirements of a positive relationship with the Otago Peninsula community.
5. **Stakeholder Collaboration:** The OPBT believes that by collaborating with other groups and stakeholders that are actively contributing to the Otago Peninsula, we will achieve our mission.
6. **Empowering community:** The OPBT seeks to empower the Otago Peninsula community to participate and take ownership of each project.
7. **Peninsula-wide focus:** The OPBT endeavours to work across the entire Otago Peninsula, with all willing land managers, whether they are located on public or private land.
8. **Quality Outcomes:** The OPBT believes that by using sound science, being technically proficient, successfully managing risk and using quality management systems it will create successful project outcomes.
9. **Demonstrating results:** The OPBT endeavours to monitor the outcomes of its work, and demonstrate these results to the community, partners and other interested stakeholders.
10. **Innovative and pioneering:** The OPBT seeks to use innovative ways of achieving its goals, whether that is through the use of technology, or public communication methods, or other means.
11. **Long-term aspirations:** The OPBT recognises that achieving the vision of the Trust is a long-term endeavour, requiring multi-generational commitment.

8.0 Strategic Direction

Based on the trustees' understanding of the OPBT's mission, areas of operations, values, and its strengths and weaknesses, the following 5-year strategic direction has been developed:

Over the next five years (2013-2018) the Trust builds on its strong relationship with the Otago Peninsula community, completing the possum operation to achieve 0% population density across the extent of the Peninsula and begins the next phase of multi-species pest control operations, working towards the 50-year vision of creating a pest-free Peninsula. In working towards these outcomes, the Trust will enhance its technical competency, quality of management and level of innovation. It will become a leader in community conservation and pest management initiatives, and will share its success with individuals and groups nationally.

Specific outcomes for the Trust in this period are as follows:

- Complete the flagship possum project, aiming to achieve zero-density possum population across the Peninsula within five years, and to have in place a

management programme that aims to prevent reinvasion and manages incursions as and when known;

- Achieve multi-species pest predator strategies across the Otago Peninsula, working with landowners on private and public land.
- An Otago Peninsula community that is informed and enthusiastic. This engagement will come in the form of group education and direct communication with individuals and community. The Trust will communicate to the public its vision and goals, being explicit about expected outcomes;
- Volunteers who are empowered to participate in relevant projects the Trust promotes and manages. In doing so, the Trust will develop and support this network of volunteers, encourage greater use of volunteers in achieving stated outcomes, and create strong supporters throughout the community;
- Completion of high quality and technically proficient work. The Trust will strengthen and deepen its existing technical support networks to ensure it is guided by leading technical advice. The Trust is committed to ensuring all its programmes are executed in an exemplary manner, and as such all future pest management programmes will be planned with the assistance of relevant experts;
- Interested parties are informed of the Trust's work. The Trust will continue to monitor the outcomes of all programmes, communicating those outcomes to all interested parties;
- Strong and productive working relationships aid the success of the Trust's work. The Trust needs to maintain and strengthen its relationships with existing partners and supporting stakeholders (such as STOP and the YEPT), emphasising long-term partnerships with specified roles and responsibilities. Partnering with DOC on a meaningful and serious level, as well as the Dunedin City Council and the Otago Regional Council, is especially important;
- The community conservation sector is aware of the Trust's work. The Trust will take a leadership role in the New Zealand community-conservation sector, demonstrating and communicating its successes and failures. In doing so, the Trust will develop its reputation as a credible group that has a long-term commitment to the environment and the community;
- Quality systems are in place in all aspects of the Trust's work. The Trust will improve its internal management systems, including the protection of intellectual property, risk management procedures, sharing and management of information within the Trust, financial management, information storage, and internal reporting procedures;
- A diversity of revenue sources provides income to the Trust. The Trust will reduce its exposure to being solely reliant on contestable funding to maintain its financial

stability. It will seek corporate sponsorship and long-term guaranteed contributions from partners.

9.0 Operation

To achieve the Mission Statement the OPBT will undertake work under the following areas:

- Consultation, communication and education;
- Enabling community participation and ownership of biodiversity projects;
- Planning and managing pest control operations;
- Monitoring of biodiversity and community outcomes;
- Fund-raising, financial management and systems management;
- Collaboration with innovators, scientists, government and NGOs.