



Our Mission

To protect and enhance the wildlife and habitats of Phillip Island and surrounding coastal regions for current and future generations through financial support and raising awareness of world-class research and conservation activities.

Our Vision

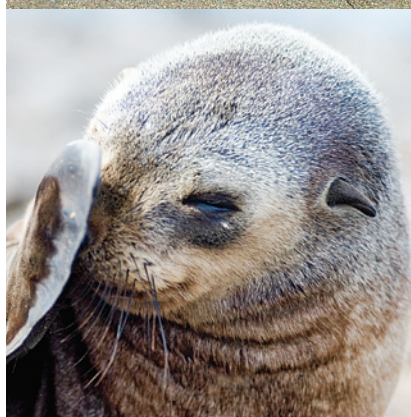
To be a financially self-sustaining Foundation raising funds to support research, conservation and education projects which make a positive difference to the environment.

Penguin Foundation

Strategic Plan 2016 - 2020



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About the Penguin Foundation

The Penguin Foundation was established in 2006 as a legal entity separate from Phillip Island Nature Parks. The Foundation operates on a not-for-profit basis, having the responsibility for maintaining a public gift fund with deductible gift recipient (DGR) endorsement from the Australian Tax Office. The Deed of Settlement identifies the principal objectives are to protect and enhance the natural environment of Phillip Island Nature Parks and surrounding coastal regions through specific actions to make a positive difference – briefly, this is achieved by:

- conserving significant habitats;

- conserving the diverse range of wildlife and habitats;
- enhancing vegetation and restoring degraded habitat areas;
- functioning as a wildlife refuge, supporting existing / establishing new wildlife rehabilitation centres, and participating in wildlife rescue;
- providing information, educating and promoting research activities, and encouraging participation in and across the various visitor centres;
- preserving, conserving and maintaining cultural and historical heritage within the Phillip Island Nature Parks.



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Strategic Imperatives

To move towards our vision we must:

- Source and deliver major funding commitments for two to three projects with significant outcomes over the duration of this strategic plan.
- Build and retain individual and corporate support.
- Establish a perpetual fund to generate overtime a reliable source of income to cover the administration costs of the Foundation and provide support for smaller conservation projects.

Lines of Actions

Our strategy falls into five lines of action:

1. Funding
2. Project support
3. Perpetual fund
4. Foundation staffing and resources
5. Governance and the Board

1 Funding

The Foundation has a goal of raising \$250,000 per year from external sources by 2020, with the greater proportion of funding allocated to Phillip Island Nature Parks dedicated projects. Current fundraising is derived from grant applications, sponsorships, symbolic penguin adoptions, gifts and donations.

- 1.1. Increase the Foundation's income from philanthropic foundations.
- 1.2. Progress with funding applications as appropriately identified in line with Phillip Island Nature Parks research and conservation activities. Review and enhance existing income products, including their cessation if appropriate.
- 1.3. Introduce new species to the symbolic Adopt-a- program (eg: koalas).
- 1.4. Implement the annual marketing business plan.
- 1.5. Develop and implement a bequest program.

2 Project support

Projects to be supported are primarily identified by Phillip Island Nature Parks, with funding being able to be allocated over multiple years or for one-off support.

- 2.1. Identify two to three major projects for the Foundation to support.
- 2.2. Support four to five smaller projects (of up to approximately \$10,000) per year each.

3 Perpetual Fund

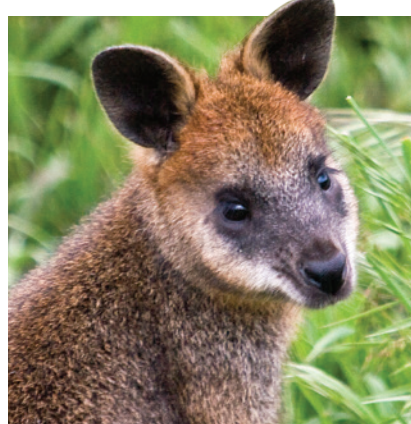
Establishment of a perpetual fund will provide for a reliable source of income to cover Foundation administration costs and provide funds for smaller conservation projects.

- 3.1. Investigate the viability and legal requirements of establishing a 'fund in perpetuity'.
- 3.2. Allocate ongoing at least \$50,000 pa from public donations towards the establishment of such a fund.
- 3.3. Develop an investment strategy for the fund to build the corpus over time, with only the income used for the administration costs of the Foundation and small conservation projects in accordance with the Foundation's mission and vision.
- 3.4. Use the establishment of the fund to drive a campaign for bequests and for individual gifts, (eg: pledges over a number of years).

4 Foundation staffing and resources

The Foundation currently has one full time Foundation Officer, supported by in-kind contribution of Phillip Island Nature Parks staff (Chief Executive Officer, Marketing Manager, Research and Education Program Managers and staff, Finance and Admin staff, and at times a Grants and Funding Consultant).

- 4.1. The Foundation to have the services of two full-time Foundation Officers by end 2017 subject to funds raised by end of 2017 or a successful grant to support a new staff member.
- 4.2. Maintain role responsibilities with performance indicators for the Foundations Officer/s.



- 4.3. Further development of the role of volunteers to support the Foundation Officer/s.
- 4.4. Phillip Island Nature Parks to continue financial support of the Grants and Funding Consultant, and the in-kind support of Phillip Island Nature Parks staff and venues.
- 4.5. Maintain and enhance IT systems (particularly donor management software with auto pay systems and data generation) and web presence.

5 Governance and the Board

The role of the Foundation Board is to govern and ensure that at all times it acts legally and within the terms of the Deed of Settlement of Trust. The Board also acts as a conduit between the wider community and Phillip Island Nature Parks, bringing new opportunities, contributing to ideas generation, and introducing potential contributors or supporters to the Foundation.

- 5.1. Maintain appropriately skilled members of the Board to broaden links into the business, corporate and philanthropic sectors.
- 5.2. Board Members to actively play a role in making connections and opening doors for fund raising, to identify potential bequest opportunities and others with the capacity to make gifts.
- 5.3. Schedule four full Board meetings per year incorporating the Annual General Meeting and Foundation Open Day; these Board meetings to be supplemented by ad hoc meetings amongst Board Members and Foundation support as required (eg: in a working group capacity to undertake pre-work on specific tasks so that maximum benefit is made of actual Board meeting time).
- 5.4. Encourage greater engagement with the Phillip Island Nature Parks Board in the work of the Foundation.
- 5.5. Develop an annual report for stakeholders.