



NPAQ acknowledges the Traditional Owners of the Queensland national park estate and strongly supports co-stewardship with the Queensland Parks and Wildlife Service

Since 1930: National Parks Association of Queensland Inc. ABN 60206792095

Patron: Her Excellency the Honourable Dr Jeannette Young AC, PSM Governor of Queensland

NPAQ's STRATEGIC PLAN 2023-2025

Our Vision: A world-class network of protected and conserved areas¹ across Queensland in which nature and people thrive.

Our Mission:

- To actively promote the preservation, expansion, effective management and appreciation of Queensland's network of protected and conserved areas.
- To advocate for a comprehensive, adequate and representative network of protected and conserved areas in Queensland that includes at least 30% of our lands and 30% of our waters by 2030 ("30 by 30²").

Our Values:

- Ethical in all we do
- Respectful of our partners, practitioners, experts and each other
- Collaborative in the way we work and recognise outcomes
- Inspiring in our activities and outreach
- Environmentally conscious in our day-to-day work
- Ambitious in our programming
- Focused in our strategy
- Innovative and proactive in our approach
- Respectful and acknowledging of Aboriginal and Torres Strait Islander peoples

Our Strategic (three-year) Goal:

By the end of 2025, NPAQ will have driven a step change in the expansion, effective management and appreciation of Queensland's network of protected and conserved areas.

Our Strategic (three-year) Approach:

Objective 1. Grow our profile and influence to become the go-to advocacy organisation for Queensland's network of protected and conserved areas

¹ Protected and conserved areas are those lands and waters in the state of Queensland managed primarily for conservation, by legal or other means.

² 30 by 30 (or 30x30) is a worldwide initiative for governments to designate 30% of Earth's land and ocean area as protected areas by 2030. Launched by the High Ambition Coalition for Nature and People in 2020, more than 100 countries have already signed up to it, including Australia.

Key strategies:

1. Build our capacity and capability to be a thought leader on Queensland's network of protected and conserved areas by drawing on relevant knowledge and scientific expertise.
2. Compile evidence-based advice to help members and supporters to advocate and use their influence.
3. Focus our efforts on advocacy that directly supports the expansion, effective management and promotion of Queensland's network of protected and conserved areas.
4. Partner with likeminded organisations on core advocacy initiatives.
5. Develop a marketing and brand strategy, to help raise awareness of our mission and brand offering.

Key performance indicators:

- Number of advocacy partners
- Advocacy effectiveness and participation by members, partners and supporters
- Brand sentiment and recognition
- Level of differentiation from other environmental NGOs

Objective 2: Demonstrate our unique value to the Minister responsible for the Environment and the Queensland Parks and Wildlife Service & Partnerships

Key strategies:

6. Actively assist QPWS&P with implementation of Queensland's Protected Areas Strategy 2020-2030.
7. Encourage and support landholders, Traditional Owners and regional communities to identify potential areas for inclusion in Queensland's network of protected and conserved areas (e.g. the Granite Belt initiative).
8. Encourage the use of alternative funding and governance models to expedite the expansion of Queensland's network of protected and conserved areas.
9. Advocate for increased funding for QPWS&P, to better support effective and ongoing management of Queensland's network of protected and conserved areas.
10. Support budget bids for Commonwealth funding that could support Queensland's network of protected and conserved areas.
11. Provide proactive, constructive and evidence-based input to government strategies, plans and other initiatives that relate to Queensland's network of protected and conserved areas.
12. Leverage our membership on the National Parks Australia Council, to support our work in Queensland.

Key performance indicators:

- Nature of our relationships with Minister and QPWS&P Executive
- Level of our engagement on key initiatives and committees
- Queensland's Protected Areas Strategy 2020-2030 report cards
- Recognition and acknowledgement in public announcements
- Level of funding for QPWS&P

Objective 3. Strengthen our organisational capacity, efficiency and effectiveness

Key strategies:

13. Implement a refreshed organisational structure that gives us the capacity to deliver our Strategic Plan.
14. Attract and retain the right people to our staff, membership, Council and committees.
15. Improve collaborative processes for our members, including facilitation services and digital platforms.
16. Invest in a customer relationship management (CRM) system, to improve our engagement with members, partners and supporters.

Key performance indicators:

- Nature and diversity of our membership
- Staff and member satisfaction
- Extent of our supporter base, including social media followers
- CRM capability

Objective 4. Generate sufficient income to sustain our business operations

Key strategies:

17. Develop and implement a comprehensive fundraising strategy.
18. Identify what our members, donors and funding partners need to boost their giving and tailor our services accordingly.
19. Secure grant funding to supplement other fundraising outcomes.
20. Seek to generate revenue through our business operations, wherever possible.
21. Build our capacity to service corporate social responsibility programs.

Key performance indicators:

- Income generated compared to expenditure (i.e. return on investment)
- Extent of contributions by our members, donors and partners
- Value of grants secured to supplement our fundraising outcomes
- Number of corporate social responsibility programs serviced

Objective 5. Elevate our outreach to build greater appreciation for Queensland's network of protected and conserved areas

Key strategies:

22. Expand our social media activity and external communications, to improve our reach and engagement with the broader community.
23. Implement a diverse activities and events program, to engage a broad cross-section of the community in the appreciation of Queensland's network of protected and conserved areas.
24. Collaborate with park rangers, volunteer groups, outdoor activity organisations and local businesses, to support local community use of Queensland's network of protected and conserved areas.
25. Foster strategic partnerships with the research, health and education sectors, to help promote the value of Queensland's network of protected and conserved areas and the associated benefits for health and wellbeing.

Key performance indicators:

- Proportion of Queenslanders visiting Queensland's network of protected and conserved areas
- Number and diversity of our events and activities held in relation to Queensland's protected and conserved areas
- Nature of visitor sentiment on our social media regarding Queensland's network of protected and conserved areas

Monitoring, Evaluation and Reporting:

A monitoring plan will be developed to help evaluate and report on (every quarter) progress against our strategic goal and approach set out in this strategic plan. The monitoring plan will contain:

- Key performance indicators – what will be measured (as set out in this strategic plan)
- Methods – how they will be measured
- Timing/Frequency – when, at what frequency and over what timeframe they will be measured
- Roles and responsibilities – who will undertake the measurement
- SMART targets – what are we aiming to achieve
 - Specific – focus in on a clear and identified target
 - Measurable – use a defined metric or set of metrics. Refer to a baseline and benchmarks to provide comparisons.
 - Attainable – ensure it is achievable given business resources.
 - Realistic – ensure it is possible given market conditions and supplier relations.
 - Timebound – set a deadline for achievement