

NPAQ acknowledges the Traditional Owners of Queensland's protected area 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 2026-2028

Our Vision: A world-class network of national parks and other protected areas across Queensland in which nature thrives.

Our Mission:

To champion the preservation, expansion, effective management and appreciation of Queensland's national parks and other protected areas, and to support broader conservation of and connection with nature in Queensland.

The objects for which the Association was established are:

1. To advocate for the preservation of Queensland's national parks and other protected areas in their natural condition, to the greatest possible extent, and to endeavour to ensure the reservation and preservation of other areas considered to be suitable for protection;
2. To foster member and public interest in, enjoyment of, and respect for Queensland's national parks and other protected areas;
3. To promote the appropriate management of Queensland's national parks and other protected areas, and appropriate management of environmental factors which may affect them;
4. To promote effective legal and environmental protections in respect of Queensland's national parks and other protected areas, and to ensure the enforcement of provisions for their protection; and
5. To promote appropriate and balanced measures for visitors to experience and appreciate Queensland's national parks and other protected areas while conserving and protecting the natural environment.

Our Unique Opportunity:

The Brisbane 2032 Olympic and Paralympic Games present a once-in-a-generation opportunity to strengthen Queensland's national parks and other protected areas and advance our mission. We will seek to position Queensland's national parks and other protected areas as a key environmental legacy of Brisbane 2032.

Our Five Strategic Pillars:

1. Financial Sustainability & Capability

Objective (2026–2028): To strengthen the financial sustainability and organisational capability of NPAQ.

Goals (by end 2028):

- We have materially strengthened NPAQ's financial sustainability through more diversified and resilient revenue streams.
- We have built the organisational capability (people, systems and governance) required to deliver NPAQ's strategic priorities.

Key Performance Indicators:

- EOFY surplus/deficit.
- Residual cash reserve (i.e. less two-year buffer).
- Number of material revenue streams (where each is >10% of revenue).
- Number of FTEs.
- Number of members.

2. Influence & Advocacy

Objective (2026–2028): To increase NPAQ’s influence in shaping policy and decisions affecting Queensland’s national parks and other protected areas.

Goals (by end 2028):

- We are recognised as a credible and influential contributor to government policy and decision-making relevant to Queensland’s national parks and other protected areas.
- We demonstrate clear evidence of contributing to policy, funding and strategic outcomes.

Key Performance Indicators:

- Number of media mentions.
- Number of submissions to key policy and planning processes.

3. Brand, Profile & Public Relevance

Objective (2026–2028): To increase public awareness of and engagement with NPAQ.

Goals (by end 2028):

- We have significantly increased NPAQ’s public profile, reach and engagement across Queensland.
- We have built a broader, more engaged and active supporter base.

Key Performance Indicators:

- Number of followers and supporters.
- Total audience reach.
- Level of participation in our public programs.

4. Protected Area Outcomes

Objective (2026–2028): To help advance outcomes for Queensland’s national parks and other protected areas.

Goals (by end 2028):

- We have contributed to the measurable expansion and stronger management of Queensland’s national parks and other protected areas.
- We have supported funding initiatives that enhance the visitor experience and long-term sustainability of Queensland’s national parks and other protected areas.

Key Performance Indicators:

- Extent of Queensland’s national parks and other protected areas (% of Queensland).
- Number of park rangers.
- Annual funding for Queensland's protected areas (\$M).

5. Strategic Partnerships & Collaboration

Objective (2026–2028): To strengthen our existing partnerships and explore new collaborations.

Goals (by end 2028):

- We have established a small number of high-value strategic partnerships that amplify conservation outcomes and the benefits of spending time in nature.
- We are working effectively with government, community, research, tourism and Indigenous stakeholders.

Key Performance Indicators:

- Number of key collaborations.
- Number of engagements with key collaborations.

Our Five Core Values:

1. Integrity – we deliver our business with honesty, consistency and strong moral principles.
2. Respect – we show consideration and regard for our elected officials, members, supporters, partners and the broader community.
3. Credibility – we base our advocacy on credible information and expertise.
4. Collaboration – we share knowledge, skills and resources with individuals and groups to achieve shared objectives.
5. Impact – we focus our efforts where it will have greatest effect in delivering our mission.

Our Key Business Strategies:

1. Financial Sustainability & Capability
 - 1.1. Implement a diversified revenue strategy to generate sufficient income to sustain our business operations.
 - 1.2. Identify what our members, donors, partners and supporters need to boost their giving and tailor our services accordingly.
 - 1.3. Implement robust business and governance arrangements that give us the capability to deliver our Strategic Plan.
 - 1.4. Attract and retain the right people to our staff, membership, Council and committees.
2. Influence & Advocacy Build our capacity and capability to be a thought leader on Queensland's national parks and other protected areas by drawing on relevant knowledge and scientific expertise.
 - 2.2. Compile evidence-based advice to help members and supporters to advocate and use their influence.
 - 2.3. Focus our efforts on advocacy that directly supports the preservation, expansion, effective management and appreciation of Queensland's national parks and other protected areas.
 - 2.4. Provide proactive, constructive and evidence-based input to government strategies, plans and other initiatives that relate to Queensland's national parks and other protected areas.
3. Brand, Profile & Public Relevance Maintain a creative marketing and brand strategy, to help raise awareness of our mission and brand offering.
 - 3.2. Expand our social media activity and external communications, to improve our reach and engagement with the broader community.
 - 3.3. Implement a diverse activities and events program, to engage a broad cross-section of the community in the appreciation of Queensland's national parks and other protected areas.
 - 3.4. Invest in contemporary corporate systems and assets, to improve our engagement with members, partners, supporters and volunteers.
4. Protected Area Outcomes Actively assist the Minister and QPWS&P with implementation of relevant election commitments and Queensland's Protected Areas Strategy 2020-2030.
 - 4.2. Help to identify potential areas for inclusion in Queensland's national parks and other protected areas.
 - 4.3. Support the use of private protected areas to complement Queensland's public protected areas.
 - 4.4. Advocate for increased funding for QPWS&P, to better support effective and ongoing management of Queensland's national parks and other protected areas.
5. Strategic Partnerships & Collaboration Build alliances with likeminded organisations on core advocacy initiatives.
 - 5.2. Leverage our membership on the National Parks Australia Council, to support our work in Queensland.
 - 5.3. Partner with park rangers, volunteer groups, outdoor activity organisations and local businesses, to support local community use and appreciation of Queensland's national parks and other protected areas.

5.4. Explore collaborations with the research, health and education sectors, to help promote the value of Queensland's national parks and other protected areas for health and wellbeing.

Monitoring, Evaluation and Reporting:

A monitoring plan will be developed to help evaluate and report on progress against our strategic plan. The monitoring plan will contain:

- Key performance indicators (listed above) – what will be measured
- 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