

STRATEGIC PLAN

2020-2022



INTRODUCTION - *Why Strategic Planning is important for us*

North Queensland Conservation Council (NQCC) has undertaken a strategic planning process to clearly articulate who we are as an organisation, respond to the current challenges of environmental campaigning, and to grow our effectiveness and planning as an effective and active organisation. This Strategic Plan is the result of deliberations by NQCC staff and the Management Committee in 2019 which included two workshops facilitated by a strategic planning consultant from Volunteering North Queensland.

This plan will guide decision-making within our organisation as we work to ensure NQCC remains a strong voice for the environment in North Queensland.

NQCC staff and Management Committee members involved in the strategic planning process in 2019-2020 include:

Dr Alastair Birtles	Linda Davis	Priscilla Peto
Cam Leitch	Lindy Collins	Rebecca Ryan
Crystal Falknau	Mary Vance	Tarquin Moon
Dr David Kault	Natasha Britton	
John Connell	Peter Hanley	

Last Reviewed: 21 September 2020

Approved by NQCC Management Committee on: 22 September 2020

OUR VISION - *What the future will look like*

A caring and well-informed society living sustainably in a healthy and well protected natural environment, where ecological sustainability is everybody's responsibility.

OUR MISSION - *What our purpose is*

To be a strong voice for the environment, influencing, educating and inspiring our North Queensland community to achieve an ecologically sustainable society.

OUR VALUES - *What is important to us*

- **A healthy natural environment is the foundation of a healthy society**
We believe that societal transformation is required for North Queensland communities to operate within the biophysical limits of the natural environment and that a healthy, thriving North Queensland community is inextricably dependent on a healthy environment
- **Passionate people are the hope for the future**
We believe people power brings about change for current and future generations
- **Real change is achieved by empowering local communities**
We are committed to supporting North Queensland citizens, our members, staff, volunteers and supporters to be strong advocates for the environment
- **Partnerships and collaboration are vital**
We recognise that significant and systemic changes will be achieved by working with others in our local community, the North Queensland region, Queensland and the world
- **We are independent and ethical**
We represent the natural environment free from the influence of corporations, political parties and governments and we ensure our activities align with our mission and values

STRATEGIC OBJECTIVES - *How we will achieve our mission*

In order to achieve our Vision and Mission, North Queensland Conservation Council will work strategically on priority campaigns while also remaining responsive to emerging North Queensland environmental issues. We will achieve environmental outcomes by building community involvement, utilising inspiring communications to spread the message, expanding our fundraising opportunities, maintaining organisational resilience, accountability and good governance, as well as mentoring the next generation of environmental leaders.

NQCC's strategic objectives fall under these key areas:

1. Our Campaigns
2. Our People
3. Our Influence
4. Our Resources
5. Governance and leadership

In order to select an appropriate number of relevant campaigns on which to focus NQCC's efforts, we must consider *NQCC's Environmental Matters Criteria*:

- Relevance to NQCC's Rules of Association
- Develop clear strategies and target timelines for the campaign
- Resource implications
- Probability of success
- Opportunities and threats
- Scope of the matter i.e. local/regional/state/national/global
- If feasible, engage with other organisations working on similar matters

It is important that the above criteria are considered for all environmental issues brought to our attention by our supporters, community members, government or other institutions.

SAVE OUR NATIONAL PARKS (#SONP)

Aim

Reinvigorate the future of Queensland's National Parks to be healthy and resilient through well-resourced management, protection from private development and the strengthening of their value as places of ecological significance.

Objectives

1. Build political awareness by demonstrating wide support for the necessary amendments to the Nature Conservation Act including removing Section 35 'ecotourism facility'
2. Grow public support for the campaign by educating the public about why National Parks are important as well as the principle of public ownership (focus campaign on Outstanding Universal Values of Hinchinbrook Island NP)
3. Build strong relationships with Indigenous peoples to foster support for strong and robust protections of National Parks
4. Encourage other environment groups to engage on the state-wide problem of National Park privatisation and to support our Hinchinbrook campaign
5. Increase our capacity to work effectively on this campaign, e.g. funding, volunteers

CLIMATE CHANGE

Aim

Generate wider public engagement with climate change as a significant issue in our region (including bipartisan support) and to build climate leadership in North Queensland, i.e. community members, organisations, business and governments.

Objectives

1. Build stronger support for measures that will address the root causes of climate change, and enable adaptation for specific challenges of climate change affecting Townsville/North Queensland
2. Collaborate with other groups working on climate change in North Queensland and the State and national climate change network
3. Increase our capacity to widen our reach on climate change including mobilising our volunteers

EMERGING ENVIRONMENTAL MATTERS

Aim

Respond to environmental matters within North Queensland as they arise, where organisational capacity allows and having considered NQCC's *Environmental Matters Criteria*.

Objectives

1. Liaise with other organisations on environmental matters across Queensland to enable NQCC to leverage off existing campaign resources where appropriate
2. Build and maintain relationships with experts in environmental fields within our community
3. Communicate our concerns and desired outcomes to our members, supporters, the wider community, mainstream media and decision-makers

ADDITIONAL CAMPAIGN PRIORITIES

Below are second level priorities that could be further developed if resources are available.

THREATENED SPECIES AND HABITAT

Aim

Advocate for North Queensland's unique plants, animals and ecosystems to be protected and celebrated by decision-makers and North Queenslanders.

Objectives

1. Build support among the North Queensland public and decision-makers to target the root cause of population declines of threatened species of our region that include the mahogany glider and the black throated finch.
2. Grow public awareness about North Queensland's threatened species

MARINE CONSERVATION

Aim

Increase the protection of marine species and habitats within the Great Barrier Reef World Heritage Area.

Objectives

1. Build public support for the protection of marine species and habitats
2. Respond to emerging threats to marine environments
3. Promote the work of organisations working on marine conservation

NQCC ACKNOWLEDGES THE FULL RANGE OF ISSUES OF THE REGION

Our organisation has an interest in all of these areas and carefully chooses which matters to prioritise based on capacity to be involved. Here is the current list of these issues:

Development

Coastal Development

Townsville State
Development Area (TSDA)

Stronger environmental
laws (e.g. Places You Love
Alliance)

Land clearing

Castle Hill Masterplan

Mt Louisa Masterplan

Inappropriate tourism

Precautionary Principle and
Ecological Sustainable
Development Principles no
longer applied to
development

Population growth

Climate Change

Biodiversity – fire, weeds,
threatened species

Transitioning to low-carbon
economy (Repower)

Renewable energy jobs
creation

Declaring a climate
emergency

Land clearing

Biodiversity

Threatened species

Koalas

Protected Areas – National
Park privatisation

Supporting wildlife care
networks

Advocacy for flying foxes
(e.g. Charters Towers,
Ingham, Townsville)

Wet Tropics World Heritage
Area

Land clearing

Shorebirds and waders

Rivers & water resources

Dam building (e.g. Hells
Gates)

Pristine Rivers (including
Gulf Country rivers)

Mining impacts on water
resources

Mining

Coal Seam Gas expansion
into North Queensland

Uranium Mining

Thermal Coal mining (e.g. in
the Galilee Basin)

Marine Conservation

Climate change

Marine Threatened Species

Water Quality

Protecting the Great Barrier
Reef World Heritage Area

Dredging – Townsville Port,
Port Hinchinbrook

Coastal development

Marine debris

PFAS

Illegal recreational fishing

Commercial netting of
dugongs, turtles and
dolphins

Threatened marine species

Protecting seagrass
meadows

Aquaculture

Coral bleaching

Drumlines and shark kills

STAFF (1)

Aim

Support a healthy and sustainable work environment for our staff.

Objectives

1. Include in every Management Committee meeting an opportunity for all committee members and staff to comment on their wellbeing
2. President and at least one other MC member to meet with staff every 6 months to review and discuss any issues, including their mental well-being
3. Identify skills development opportunities for Management Committee members, staff and committed volunteers to build organisational resilience. Ongoing and to be discussed at each October and April Management Committee meeting

VOLUNTEER & MEMBER ENGAGEMENT (2)

Aim

Maintain a strong membership and volunteer base through meaningful engagement on our campaigns.

Objectives

1. Provide opportunities for our members and supporters to be involved with our organisation e.g. member meetings, events, stalls and workshops etc.
2. Recognise the valuable contribution of our donors
3. Communicate regularly with supporters about campaigns and activities via Paperbark, email updates and our website

MEMBERSHIP GROWTH (3)

Aim

Build a strong, loyal and diverse membership base who share our values.

Objectives

1. Engage our communities in our wider region who are committed to our Values and Mission
2. Identify and attract new members from our existing supporter base
3. Have fun social events to attract potential new members

MANAGEMENT COMMITTEE (4)

Aim

Support a harmonious, committed and effective Management Committee.

Objectives

1. Ensure office positions are filled to build organisational resilience
2. MC members be encouraged to commit to a nominal 10 to 20 hours work per month on NQCC activities
3. Aim to have nominations for all key positions on MC at least two (2) months prior to each AGM
4. Support Committee members to undergo governance training where necessary

VISIBILITY IN THE COMMUNITY (1)

Aim

Build the profile and influence of North Queensland Conservation Council as a vibrant, robust and inspirational organisation throughout our region and across all demographics.

Objectives

1. Undertake outreach actions across diverse sections of the community
2. Regularly meet with representatives from all levels of government and other community leaders
3. Participate in community events throughout our region

ADVOCACY (2)

Aim

Build our power of influence through advocacy.

Objectives

1. Contribute to government public consultation processes, political advocacy and legislative changes to represent the environmental concerns of our members and the wider community
2. Advocate for the environment via media, meetings with MPs, submissions, community actions, public meetings and with the input of scientific knowledge
3. Develop a powerful and effective Communication Strategy for NQCC. This will include our Newsletter (*Paperbark*), our website and use of social media, and how we communicate with stakeholder groups (members, partner organisations, media, etc.).

Its objectives are:

- To know our Council Members
- To know our North Queensland Community
- To maintain a database of **Who** we should communicate with
- Develop **How** we can do this most effectively
- Decide **What** media and **What** messages are best for each target group
- Decide **Who** the messengers are that can most effectively communicate our messages
- To use all of the above to develop individual communication strategies for each of our campaigns.

Given our most important role is to be a strong voice for the environment, influencing, educating and inspiring our North Queensland community to achieve an ecologically sustainable society – we are clearly very much a communication organisation and we need to have an active Communications Sub-committee.

MONEY (1)

Aim

Be a financially resilient organisation.

Objectives

1. Diversify our income stream (i.e. grants, events, sales, tax deductible donations, bequests, sponsorship)
2. Achieve our budget each financial year
3. Attract new monthly donors and maintain current ones

OFFICE (2)

Aim

Maintain a vibrant hub for staff, volunteers, visitors and other organisations at NQCC's office.

Objectives

1. Maintain a workable and inviting environment for staff, volunteers and visitors
2. Care for and maintain NQCC's equipment and records

NEWSLETTER, WEBSITE AND SOCIAL MEDIA (3)

Aim

Attract and retain supporters with a thriving and engaging online presence.

Objectives:

1. Continue to publish an NQCC Newsletter (e.g. *Paperbark*) as a regular, attractive and informative synopsis of environmental issues that relate to our region and NQCC activities - to inform both our Members and the wider NQ Community.
2. Engage audiences online with a relevant and active social media presence
3. Attract more traffic to our website with new and relevant content

GOVERNANCE

Aim

Govern our organisation in an ethical, transparent way such that members are confident in our leadership.

Objectives

1. MC to develop a code of conduct by 2020 AGM.
2. Consider undertaking a “Strength Weakness Opportunity and Threat” (SWOT) analysis every year.

ACTION PLAN FOR 2020

This will include activities prioritised for the first year of the plan.

CONCLUSION

Our organisation has been a strong voice for the environment since its establishment in 1974 and we are committed to this cause for as long as environmental harm occurs due to human activity.

We will align our resources to meet the aims identified in this plan as we seek to achieve the stated objectives during the period 2020-2022. The implementation of the plan will be regularly reviewed by NQCC staff and Management Committee. This strategic plan is a living document that will guide, inspire and focus our efforts moving forward.