



7 August 2026

president@npansw.org.au

CEO RECRUITMENT INFORMATION PACKAGE

Thankyou for your interest in the role of Chief Executive Officer (CEO) with the National Parks Association of NSW (NPA).

The CEO plays a pivotal part in any organisation's progression. But equally, many of our former CEOs have told us that their time with NPA proved to be a most fulfilling and satisfying chapter in their life. In this spirit of mutual benefit, we hope to be as open as possible about the role, what's involved and the process for selecting the successful candidate.

This package brings together a variety of resources to give you all the information and background you need to gauge the values, challenges and capabilities called for by the role. Should you wish to proceed, all the requirements for lodging an application are explained.

Package contents

1. Position description
2. Application instructions and selection process
3. Our purpose, achievements and prospects
4. Structure and governance
5. Key background documents

More information

To discuss the position, or raise any questions, please contact Richard Bennett 0415 569 881, or by email to president@npansw.org.au

Yours sincerely

Liz Jeremy

President
National Parks Association of NSW
protecting nature through community action



1 Position description

Chief Executive Officer – (CEO)

National Parks Association of NSW

The organisation

The National Parks Association of NSW (NPA) is a member-driven community organisation dedicated to the protection and appreciation of nature.

Our work has two complementary lines of focus. Securing the long-term conservation of nature and associated cultural values is our primary objective—so that our core natural areas remain safeguarded for generations to come. To this is added our unique role in promoting diverse and rewarding opportunities for people to explore, study, care for, learn about, appreciate and enjoy nature.

NPA is an incorporated association and registered charity with DGR status. It has a strongly decentralised structure of regional and specialist member groups, providing meaningful opportunities for member involvement throughout the organisation.

The position

The CEO assists the NPA Executive to develop and implement the [NPA Strategic Plan](#), build a prominent public profile and fulfil regulatory and other governance obligations. The CEO is accountable for managing day-to-day operations, staff and communications, and provides consistent high-level advice to the Executive members. In terms of strategic performance, the key focus areas are fundraising, conservation campaigns, and membership growth, diversification and engagement.

Relationships

The CEO:

- reports directly, through the President, to the Executive members
- attends Executive meetings and State Council meetings
- attends meetings for specialist and management groups as required
- supervises staff and contractors
- maintains communication with the State Council and member groups
- builds and sustains productive relationships with partner organisations, indigenous interests, public agencies, elected members, media channels and the wider community.

Hours

38 hours per week plus reasonable overtime. Attendance is required for some weekend and evening meetings. There is scope for some flexibility in working arrangements, and time-in-lieu may be taken by arrangement for excess hours.

Remuneration and contract term

Total remuneration of **\$140k - \$170k** (subject to negotiation) + 12% employer superannuation. Permanent position.

Location

Central Sydney (hybrid). You may be required to travel as reasonably necessary for the role.

Major areas of responsibility

The CEO will fulfil the role in line with NPA's policies, procedures, principles and values.

Managerial direction

- ensure that staff and other resources are optimally placed to support the priorities of the NPA Strategic Plan and deliver all performance outcomes
- in collaboration with the Executive, work to implement the Future Directions Strategy to revitalise NPA's future trajectory and operation
- oversee project staff to ensure that projects are well managed.

Financial management

- work with the Treasurer, Finance Officer and Finance and Fundraising Committee to prepare the annual budget, manage expenditure and develop fundraising programs
- implement sound financial practices and ensure corporate and regulatory compliance
- conduct official correspondence and execute legal documents (with President and Secretary).

Advocacy and communication

- assist Executive members, State Council and specialist groups to develop key policies, priorities, programs and campaigns
- lead the execution of key conservation programs and campaigns
- communicate NPA's position to external stakeholders and maintain a high public profile
- manage print, broadcast and online communications, public forums and meetings
- develop working relationships with government, industry, research, NGO and indigenous sectors
- adhere at all times to an evidence-based and politically non-partisan position.

Member participation

- work with the Membership, Field Activities and Future Directions groups to develop a diverse and vibrant program of activities
- work towards an expansion of the member and supporter base
- promote close collaboration between staff, member groups and volunteers.

People management

- maintain staff at establishment levels determined by the Executive members
- manage the recruitment, employment, training, welfare and performance evaluation of staff
- ensure compliance with workplace health and safety policies and procedures
- instil a working culture that attracts and retains high-quality staff.

Governance

- keep the Executive and State Council members informed about important NPA affairs, particularly matters that pose a significant organisational challenge or risk
- ensure that reports are provided in a timely manner in advance of scheduled meetings
- work with the Executive members in the development of financial and business plans, and ensure they are effectively implemented
- ensure that record-keeping is undertaken in accordance with adopted procedures
- act in compliance with relevant legislation.

Required knowledge, skills and abilities ('Selection Criteria')

The successful candidate will be an experienced, enthusiastic and committed leader.

Experience of working closely with, or reporting to, a Board or similar is preferred.

Candidates may come from outside the nature conservation sector, but must demonstrate genuine commitment to conservation, as expressed in their professional or personal lives.

The qualities of an ideal candidate include:

- demonstrated high level leadership skills and management experience, preferably within the not-for-profit sector
- ability to engage with senior government officials, elected representatives and business leaders
- demonstrated thorough understanding of protected area management, and its place as a tool for nature conservation
- demonstrated experience in strategic planning, policy development and policy analysis
- capacity to inspire, collaborate with and motivate members and supporters
- high level verbal and written communication skills
- experience as a spokesperson communicating with broad audiences, including first nations, conservation groups, academics, media outlets and the general public
- ability to work effectively with a wide range of member groups, supporters, colleagues, committees, volunteers and communities
- demonstrated ability to manage and triage competing complex and highly challenging demands within limited timeframes and limited resources
- ability to delegate tasks, empower staff and work co-operatively to achieve goals
- demonstrated skills in financial management of a significant organisational budget
- demonstrated fundraising knowledge and skills.

Education and experience

Relevant degree qualifications in fields such as life sciences, cultural heritage, environmental policy, planning or law, or have demonstrated extensive equivalent experience in these fields.

Personal qualities

Success in the role will require the following personal attributes

- collaborative and influential
- inspiring and motivating
- high ethical standards and personal integrity
- calm, patient and persevering
- sound political judgment
- empathy and warmth
- considerable energy and resilience.

2 Application instructions and selection process

Application instructions

Your application (in writing) must be received by midnight on **Mon 7 September 2026**.

In your application, you must include:

1. short cover letter about yourself and your suitability for the position
2. max. 2-page attachment that addresses each of the '**Selection Criteria**' specified in the Position Description (see 'Required knowledge, skills and abilities' on page 4)
3. current CV outlining your work career and relevant experience
4. contact details for two referees who can personally vouch for your capabilities
5. (optional) any other relevant information to support your application.

Please combine your application documents into a single pdf file.

Checklist

Make sure your application:

- is clearly labelled
- includes your name and contact details
- addresses each of the Selection Criteria
- includes the items numbered 1-4 above
- is concise and to-the-point.

Delivery

Submit your application by email to president@npansw.org.au using the subject line 'Chief Executive Officer application'. If delivery by email is not possible, please make prior arrangements with us to receive your application by post or courier.

To discuss the position, or raise any questions, please contact Richard Bennett 0415 569 881, or by email to president@npansw.org.au

Selection process

Applications will be considered by the Selection Panel in the week following the closing date. Short-listed applicants will be invited to an interview in the following two weeks (actual time and place to be advised). In-person interviews are preferred, but online or telephone interviews may be considered if there is no other alternative.

Following the interview process, referee checks will be undertaken for selected applicants. A small number of outstanding candidates will be invited to make a presentation to the NPA Executive. We will then offer the position to the preferred candidate.

Confidentiality

Your application and any communications with us about the selection process will be treated as strictly confidential.

3 Our purpose, achievements and prospects

Protecting nature

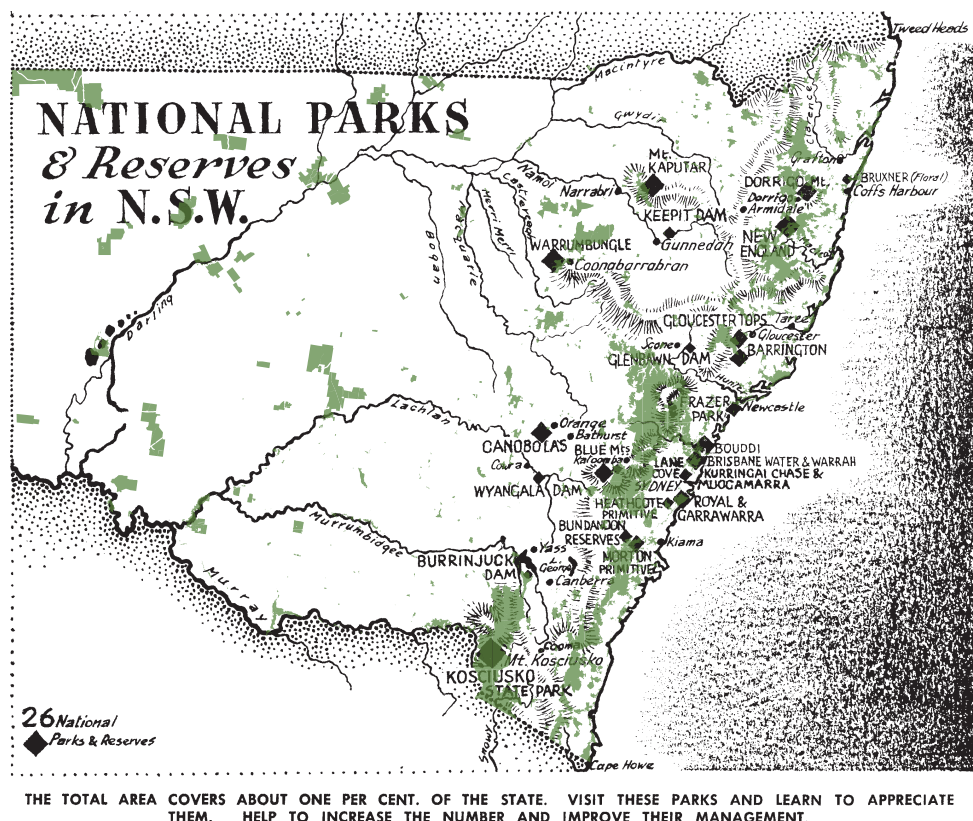
Launched by a series of meetings in Newcastle and Sydney in late 1956 and early 1957, NPA had its genesis at a time when only about 1% of NSW was set aside for nature.

The conservation estate in 1957 consisted of the Kosciusko State Park, a fledgling network of faunal reserves under the *Fauna Protection Act 1948*, and a variable miscellany of other reserves that the Lands Department called 'national parks', but which lacked any systematic philosophy, management or resourcing (see map below).

A key impetus for NPA's formation was to press for a comprehensive legislative scheme as the basis for greatly expanding the reserve system, protecting it from inappropriate activities, and establishing a professional service to manage the park estate in line with nature conservation principles. This objective was achieved in 1967 with the passage of the *National Parks and Wildlife Act*, and the associated establishment of the NSW National Parks and Wildlife Service (with which NPA is frequently confused).

After this milestone, NPA refocused its efforts on expanding the reserve system and ensuring good park management. NPA has had a hand in the establishment of most national parks, nature reserves and other protected areas throughout NSW. Key victories have included Myall Lakes, the vast Wollemi wilderness, the Gondwana Rainforests of Australia World Heritage Area, and more recently, the 'Great Koala National Park'.

NPA's original target of protecting 10% of NSW was surpassed in 2025. But today's international consensus goes much further—protecting 30% over land and sea. Of course, no protected area 'is an island, entyre of itself', but interacts with the wider world. Contemporary approaches to conservation stress the importance of protecting space, natural processes, connectivity and flows at local, regional, continental and global scales.



We've been redrawing the map for over 60 years. Reserves c.2022 superimposed on 1962 map.

Appreciating nature

From its inception, NPA was never just a conservation organisation. Much of its original inspiration and intellectual foundation can be traced directly to Allen Strom (1915-1997). He (and others) saw that arousing appreciation and love of nature was a potent force for driving personal commitment to its protection. In his own words:

‘The concept at a national parks association emphasises at least three important ideas:

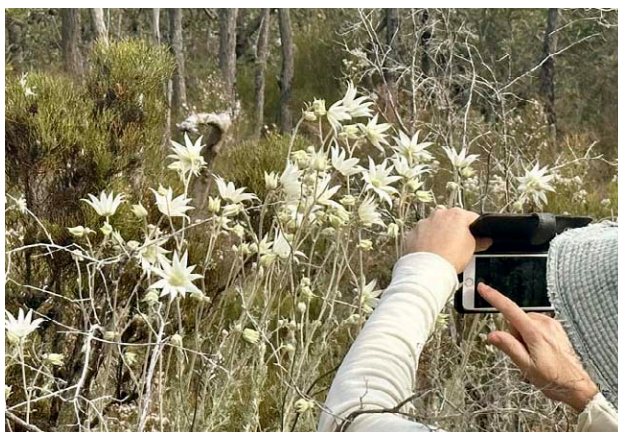
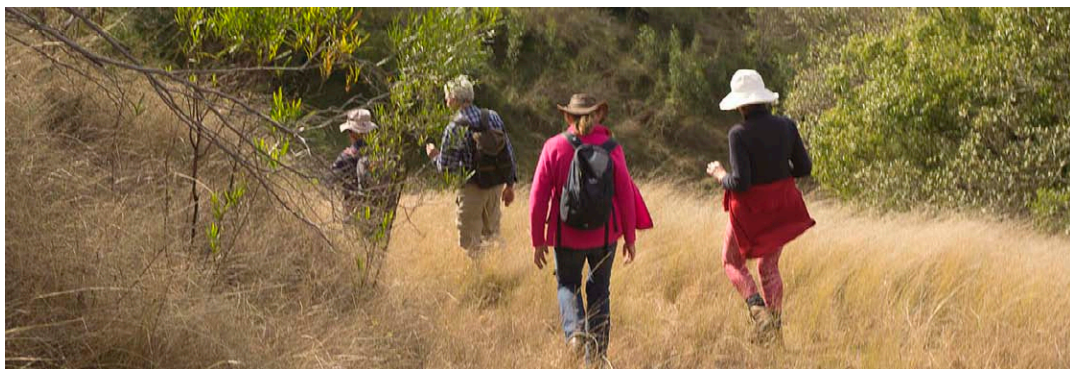
- a group of people who gain inspiration and satisfaction from contact with naturalness;
- an energetic organisation prepared to explore the countryside in order to devise schemes for the conservation of naturalness; and
- a concerted effort to educate the community generally about naturalness, particularly as a means of measuring the changes which man brings with his technologies and skills.

The emphasis must be on the out-of-doors, on field-based activity, on applying measurement to observation. How one gets from place to place is irrelevant—the important factor is to get about and to explore, and to offer opportunity to all.’

Source: *National Parks Journal* 20(5): 20-21 (Jul 1976).

NPA has long conducted a wide variety of nature-centred activities: educational, scientific, cultural, artistic, recreational and social. But there has always been a strong focus on bushwalking. The program has grown enormously over the last 2 decades in tandem with retirement-age membership intake, making it the largest of its kind in Australia.

Diversifying the range of activities has been identified as an important step in expanding and diversifying the membership. Further, there is significant scope to better connect activities with our conservation campaigns (see [Future Directions Roadmap](#)).



4 Structure and governance

Legal structure

- incorporated association (regulated by NSW Fair Trading)
- not-for-profit entity with limited liability
- membership body operating on democratic and politically non-aligned principles
- charity (*Charities Act 2013*)
- registered charity (*Australian Charities and Not-for-profits Commission Act 2012*)
- charitable purposes:
 - advancing the natural environment
 - advancing culture
 - advancing education
 - advancing public debate
- fundraising authority (*Charitable Fundraising Act 1991*)
- deductible gift recipient (listed by name, s.30-55 *Income Tax Assessment Act 1997*)
- tax-exempt, GST concessions and FBT rebate
- prospective conversion to public company limited by guarantee due to asset threshold
- audited accounting group includes subsidiary company Natural Areas Pty Ltd ACN 000 864 077, a registered charity for operating conservation properties.

Governance documents

- governing rules comprise a constitution and by-laws
- governance standards (*ACNC Regulation 2013*)
- adopted governance policies
- adopted group charters
- instruments of delegation (President and CEO)
- consolidated documents available at www.npansw.org.au/what-we-do/how-we-are-governed/
- governance review to be undertaken (see [Future Directions Roadmap](#)).

Internal structure

- strongly decentralised structure per principles of subsidiarity and regional devolvement
- meaningful opportunities for member participation at all levels
- dual board structure:
 - Executive (~9 members): overall responsibility for business and financial affairs, generally 8 meetings per year (online), attended by CEO (non-voting)
 - State Council (~35-40 members): strategic direction and policy, elects Executive, 4 meetings per year (online / face-to-face), attended by CEO (non-voting)
- extensive network of regional and specialist groups
- over 200 elected or appointed positions
- over 300 active volunteers
- see generalised structure diagram - page 9
- see maps showing location of regional groups (branch areas) - following page 9.

Generalised structure

Members

- bring financial support, knowhow and energy
- gain personal satisfaction, skills and social contact
- are each assigned to a particular region ('branch')
- participate in activities and contribute to groups

- ordinary members
- honorary life members
- associate members
- child members
- member bodies
- affiliated bodies

Regional groups ('branches')

- operate within a particular region
- conduct diverse activities and programs
- group officers are elected at regional meetings
- are represented on the State Council

Current groups

Armidale	Macarthur
Central Coast	Mid North Coast
Coffs Coast	Milton
Eurobodalla	Northern Beaches
Far South Coast	Southern Highlands
Hunter	Southern Sydney
Illawarra	Sydney Region
Lachlan Valley	

Specialist groups

- focus on a particular field of interest
- conduct specialised activities and programs
- are open to any member
- are represented on the State Council

Current groups

Field activities
Landscape conservation
Marine & Estuaries
Park Management
Natural Areas Pty Ltd

State Council members

- guide strategic direction and policy
- perform certain governance functions
- elect the Executive members
- include Executive members and representatives of regional groups, specialist groups & affiliated bodies

Executive members

- manage and take overall responsibility for business, financial affairs and regulatory compliance
- supervise the Chief Executive Officer
- listed as 'responsible persons' on the charity register
- financial members may nominate for election

Management groups

- deal with financial or organisational affairs
- provide advice and oversee business programs
- are appointed by the Executive members
- driven by members and staff

Current groups

Future Directions
Finance + Fundraising
Membership
Recruitment + Awards

Staff

- are paid workers who manage business and affairs
- bring administrative and professional skills
- provide support to members and groups
- are ineligible to hold elected or appointed office

Current staff

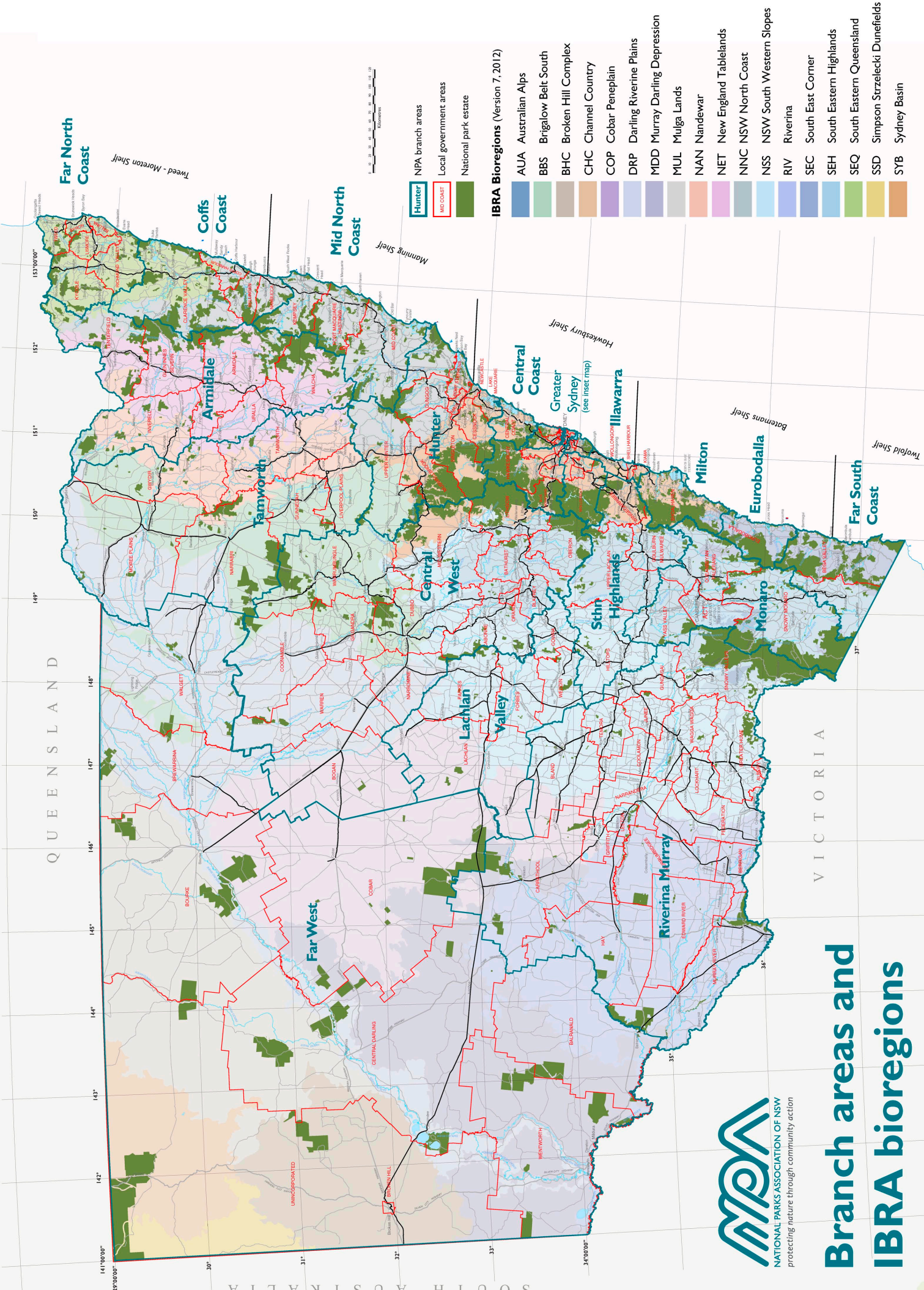
Chief Executive Officer	Fundraising Manager
Finance Officer	Campaigners
Director Operations	Communications
Member Services	

General meetings

- all members and donors may attend
- annual meetings: for accountability to members
- special meetings: held infrequently to consider constitutional or other significant matters

Other roles

- auditor
- returning officer
- representatives to / from external bodies
- nominees to statutory bodies



Legend

- Hunter
- MID COAST
- NPA branch areas
- Local government areas
- National park estate

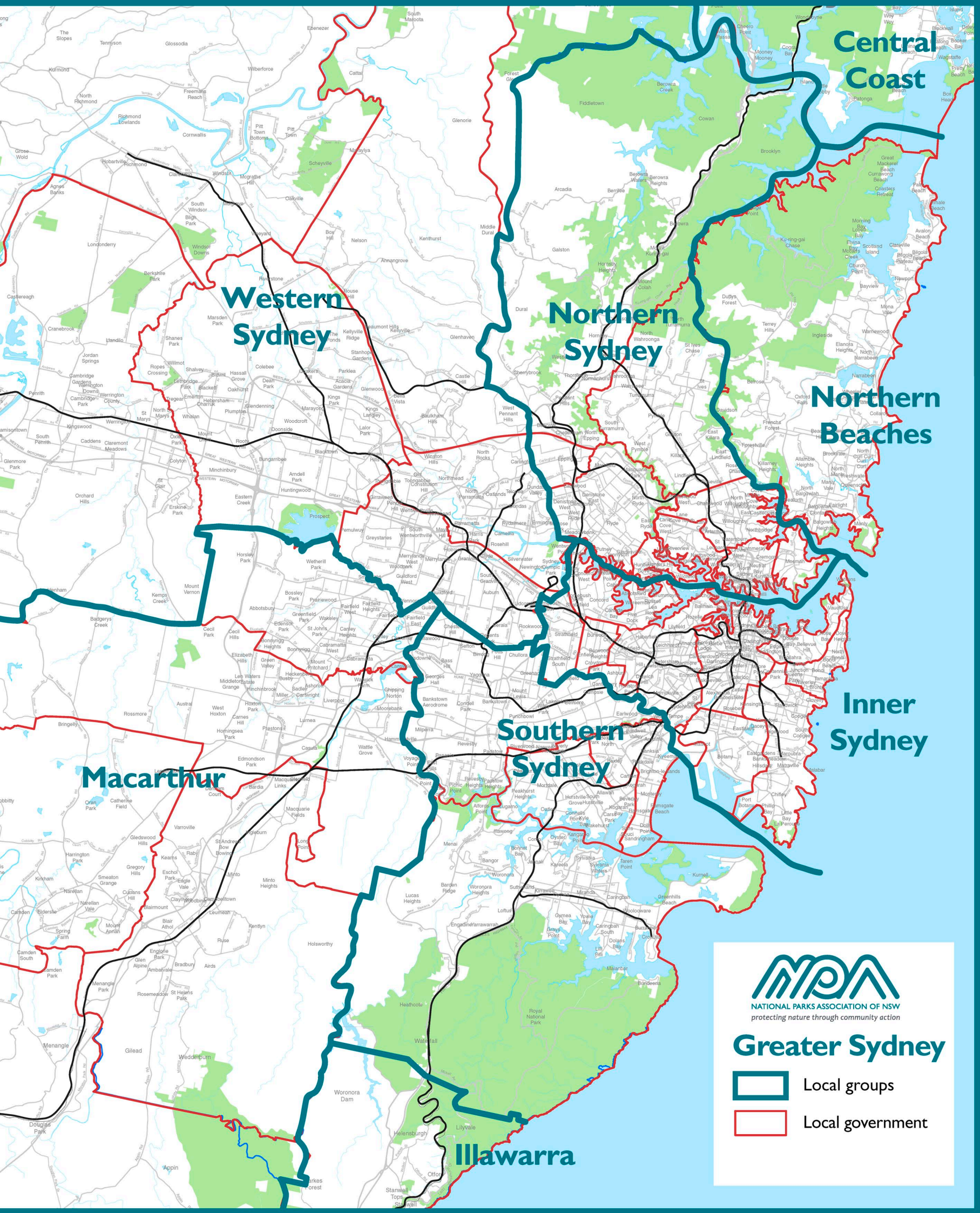
IBRA Bioregions (Version 7, 2012)

- AUA Australian Alps
- BBS Brigalow Belt South
- BHC Broken Hill Complex
- CHC Channel Country
- COP Cobar Penplain
- DRP Darling Riverine Plains
- MDD Murray Darling Depression
- MUL Mulga Lands
- NAN Nandewar
- NET New England Tablelands
- NINC NSW North Coast
- NSS NSW South Western Slopes
- RIV Riverina
- SEC South East Corner
- SEH South Eastern Highlands
- SEQ South Eastern Queensland
- SSD Simpson Strzelecki Dunefields
- SYB Sydney Basin



NATIONAL PARKS ASSOCIATION OF NSW
protecting nature through community action

Branch areas and IBRA bioregions



Central Coast

Western Sydney

Northern Sydney

Northern Beaches

Inner Sydney

Southern Sydney

Macarthur

Illawarra



Greater Sydney

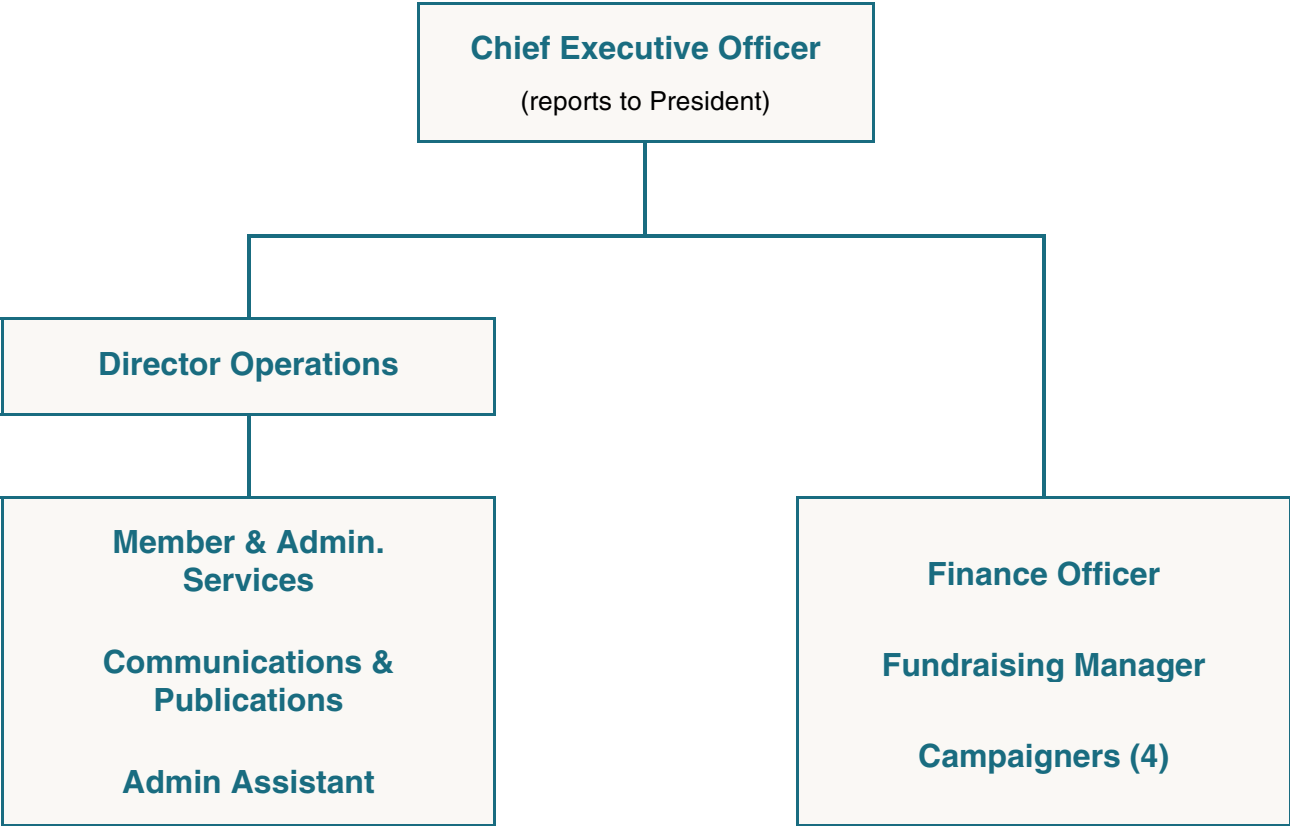
- Local groups
- Local government

Membership division

- current membership 3,160 (30 Jun 2026)
- peak membership c.8,000 (1989)
- current rate of net decline about 150 members / year
- membership dominated by retirement cohort +50 yrs
- little /no intake 18-49 yrs (very different to 1970s)
- not reflective of national cultural cross-section
- identified need to boost retention, recruitment and diversification
- identified need to diversify activities (see [Future Directions Roadmap](#))

Staff division

- small staff establishment FTE 6.3 (FY 2025)
- currently 1 full time, 9 part time + casuals
- core operating revenue insufficient to cover salary budget
- CEO reports to the President, accountable to the Executive members
- shared office space in Central Sydney
- off-site records storage
- all staff are hybrid or remote
- generalised structure illustrated below.



5 Key background documents

We have included the following documents to give you the most lucid background to NPA's current position, operations and trajectory.

→ **NPA Strategic Plan 2023-27**

The Plan outlines our 3 strategic priorities for the 5 year period to 2027:

- Protect, restore and connect natural areas across NSW
- Promote, experience and appreciate nature
- Build a respected, resilient and vibrant organisation.

The strategic planning cycle comes full circle next year.

→ **NPA Annual Report 2025**

Through our annual reports, we seek to ensure that our affairs remain transparent and accountable to members, donors and other interested parties.

The audited financial accounts are accessible at either:

- www.acnc.gov.au/charity/charities
- www.npansw.org.au/publications/annual-reports

→ **NPA Future Directions Roadmap 2026**

Open disclosure. NPA faces real and significant challenges. The Roadmap sets out a three-year program for organisational renewal.

The renewal program will be directly managed by the Future Directions Coordinator, with oversight provided by the Future Directions Working Group and regular reporting to the NPA Executive and State Council. The Coordinator is being recruited concurrently with the CEO role.

→ **NPA Executive Charter 2026**

Sets out the role, guiding principles and operating procedures for the NPA Executive.

Further information

See our website: www.npansw.org.au



National Parks Association of NSW Strategy 2023 – 2027





National Parks Association of NSW Inc.

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National Parks Association of NSW

Strategy 2023 – 2027

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OUR MISSION

Protecting nature through community action

OUR VISION

A NSW where at least a third of its landscapes, waters and seas are legally secure and actively managed for conservation purposes. A network of natural areas, connected by habitat corridors, where nature thrives, people coexist with nature, and communities respect, enjoy and nurture the land. An NPA that provides leadership and advocacy to see this vision come to fruition.

WHAT WE VALUE

- The National Parks Association of NSW (NPA) was founded in 1957 on the conviction that humanity has a deep need for, and responsibility towards, natural places and all of the biodiversity, ecosystems, waters, landforms and heritage they contain.
- We respect that all land in NSW is Aboriginal land and acknowledge First Nations peoples' continuing custodianship and connection to the land and waterways.
- We derive our strength from our members and supporters, share knowledge and experience of nature enthusiastically and have a commitment to evidence-based research.
- We respect our members and have a governance structure that encourages their active participation in decision making, conservation action and the election of office holders.



SITUATION

The period covered by the last strategic plan, NPA Strategy 2018-2022¹, witnessed a truly shocking deterioration in the condition of nature across the globe.

During these five years the long-predicted impacts of a heating climate and habitat loss became all too real. In NSW, years of record-breaking drought saw massive loss of aquatic life as rivers ran dry, and culminated in fires that changed lives forever, burning more than 40% of the forest estate. The fires ended with an equally record-breaking series of destructive floods. A half decade that provided grave testimony to the increasingly unstable climatic systems produced by global warming.

These climatic stresses added to the habitat loss and fragmentation resulting from urban development, agriculture, infrastructure networks, invasive species, mining and the continuing diversion of inland waters. The impacts on our biodiversity have been devastating, with populations of once common native species in sharp decline and a steadily growing number of extinctions.

A dire situation, but one that generated a glimmer of hope. After years of inadequate action and in the face of impending environmental disaster, governments have finally started to take genuine notice of the perils of climate change and species loss. Heightened by pandemic isolation, there has been increasing awareness of the importance of natural places for people's health and wellbeing.

Improving ecosystem protection helps stabilise the changing climate by sequestering and storing

atmospheric carbon. The eucalypt forests of the Great Divide, old growth rainforests, alpine bogs and the wetlands, are some of the largest carbon stores on the planet. Protecting these ecosystems from disturbance, damage or development, and where necessary restoring their condition to a more natural state, is an essential part of combating both the climate and extinction crises.

There are growing international calls for a significant proportion of our land and seas to be managed for the primary purpose of nature conservation. The High Ambition Coalition, which now includes more than 50 nation states, including Australia, describes this movement as '*a global deal for nature and people with the central goal of protecting at least 30 percent of the world's land and ocean by 2030. The 30 by 30 target is a global target which aims to halt the accelerating loss of species, and protect vital ecosystems that are the source of our economic security*'.

The Australian Government formally adopted the 30by30 target in 2021.

Which land tenures and management approaches are the best way of delivering on the 30 by 30 targets will be the subject of vigorous debate over the coming years. What is beyond question is that the gold standard for conserving nature in the long term is the national parks, nature reserves and marine sanctuaries that make up our Protected Area Network.

It has taken nearly 150 years for Protected Areas to reach 10% of NSW, so even if some other tenures are counted against 30by30 the challenge of reaching 30% by 2030 cannot be overstated.

¹ <https://npansw.org.au/what-we-do/our-structure/npa-strategy-2018-2022-3/>



OUR PRIORITIES

NPA commits to focusing our efforts and resources over the next 5 years on protecting, restoring and connecting natural areas across NSW, promoting, experiencing and appreciating nature and building a respected, resilient and vibrant organisation.

Protect, restore and connect natural areas across NSW

Why

The climate and biodiversity crisis facing our planet, and the increasing awareness of the importance of natural areas, brings into sharp focus the need to expand our Protected Areas, ensure their legal protection, and restore their ecological functioning.

Objectives and actions

30 by 30 is implemented in NSW

NPA is committed to the expansion of the NSW network of national parks and reserves (Protected Areas), to a minimum of 30% of all terrestrial and marine bioregions by 2030. This will be done in accordance with Comprehensive, Adequate and Representative reserve selection principles, with a particular focus on habitat connectivity, biodiversity conservation, natural ecosystem processes and climate adaptation.

Our actions:

- Initiate a revision of Protected Area mechanisms and categories, especially for lands that require significant restoration and rehabilitation, starting with convening a major conference on the future of protected areas.
- Campaign to build the social licence and bi-partisan political support to:
 - Transfer State Forests, high conservation value Crown Lands (eg. Travelling Stock Routes and intertidal zones) and high conservation value freehold lands purchased on the open market to the Protected Area Network.
 - End logging in all public native forests and transfer these forests into the Protected Area Network, with priority to be given to the forests of the proposed Great Koala National Park, Pilliga, Jervis Bay, Southeast region and Barrington to Hawkesbury region.
 - Establish fully 'no take' Protected Areas in all five marine bioregions, totalling at least 30% of NSW State waters; restoring all revoked sanctuary zones; and rejecting the application of resource management models to Marine Protected Areas.
 - Identify and reserve highly under-represented bioregions of Western NSW.
 - Establish new reserves on the Cumberland Plain, including the Georges River Koala Park and at least two additional reserves of 200 ha or more.
- Contribute to 'whole of landscape' initiatives to conserve species, habitats and biodiversity, particularly those that provide connections between, or water flows into, existing or proposed Protected Areas.
- Build respectful and productive alliances that recognise both shared and divergent interests with First Nations people, local communities, other conservation organisations and government to achieve these objectives.



Maintain and improve the condition of NSW Protected Areas

NPA is committed to the maintenance (and where necessary restoration) of natural ecosystem processes, biodiversity and cultural heritage in Protected Areas and other high conservation value lands and waters across NSW.

Our actions:

- Campaign against proposals that threaten their integrity;
- Advocate for adequate resources for their professional management;
- Demand sufficient allocations of environmental water for water dependent ecosystems in regulated catchments;
- Seek improved funding for core conservation programs such as fire, pest, weed, threatened species recovery, rather than vanity projects such as tourism facilities and inappropriately located re-wilding sites;
- Advocate for the closure and rehabilitation of inappropriate infrastructure and facilities in Protected Areas, including defunct utilities and roads, tracks, trails and structures that are not expressly identified in a Plan of Management as essential for operational or visitor purposes; and
- Campaign against new overhead transmission lines being constructed in Protected Areas.

Improve legal protections for nature in NSW

NPA is committed to improving planning processes and legal protections against inappropriate development and activities in Protected Areas and other high conservation value lands and waters in NSW

Our actions:

- Expose breaches of existing environmental laws;
- Collaboratively develop policy proposals for legislative and regulatory improvements to the environmental laws and planning processes applying to Protected Areas and other sites of high conservation significance; and
- Build political and community support for legislation, policies and regulatory decisions that improve nature protection, condition and status.

Caring for country

NPA supports the reasonable expectations of First Nations peoples for an integral role in the care and management of their traditional estates and country. We acknowledged that First Nations people's culture, knowledge and involvement are integral to the care and management of their traditional estates and country

Our actions:

- Advocate for the adoption of appropriate joint management models for NSW Protected Areas;
- Support the return of existing Protected Areas to First Nations people ownership; and
- Support the integration of traditional cultural knowledge, expression and practices into land management generally, in consultation with First Nations people.

Promote, experience and appreciate nature

Why

NPA's conservation goals are ambitious and rely upon the efforts of our supporters. We need to retain and expand our supporter base and help build their skills in advocacy, community engagement and enjoyment of nature.

We know that connections with nature must be reforged with each new generation, and that new types of experiences are required to attract a broader base of supporters. Enriching outdoor experiences are not only beneficial to personal wellbeing, we know that those connections lead to support for the conservation of natural places.

Objectives and actions

NPA is committed to expanding our nature-based activities so that individuals and communities from multiple generations and diverse backgrounds have the opportunity enjoy nature.

Our actions:

- Continue to deliver a premier bushwalking program across NSW through our highly respected walks leaders;
- Implement leadership training, support and succession programs for walks leaders;
- Continue to deliver an engaging variety of nature-based publications, on-ground conservation activities, information sessions and discussion groups that encourage communities to value nature; and
- Implement a structured Member and Supporter Development program for current and prospective members and supporters that covers walks, bush skills and leadership; ecological, landforms, land management and bush regeneration skills; and nature conservation advocacy. This program will require cooperative effort across the organisation as well as external collaboration.



Build a respected, resilient and vibrant organisation

Why

This strategy relies upon NPA remaining a well-respected, resilient and vibrant organisation that provides appropriate services to our supporters, influences government, builds community support for Protected Areas, demonstrates sound governance, offers opportunities for supporters and staff, generates the resources required meet our purpose, and achieves our strategic priorities. Our strength comes from our local members across the state who contribute countless hours to our activities while supported by skilled staff. There remain many supporters and potential supporters with key skills and expertise who, with consistent and flexible encouragement, would also contribute to the work of NPA.

Objectives and actions

Resource base

NPA needs to increase the future resource base available for the work described in this strategic plan by expanding membership, volunteer and staffing capacity, and funds.

Our actions:

- Ensuring the structured Member and Supporter Development program is promoted, attractive and available to a new younger generation of members and members of diverse communities.
- Ensure effective administration of the Member and Supporter Development program through dedicated staff support and efficient use of systems.
- Implement a volunteer development and management approach to encourage program participants to become active contributors to the work of NPA.
- Continue to seek new sources of donations and bequests.
- Continued provision of effective support for branches and committees, including assistance with representations to ministers, submissions, campaign and project development, media, mapping, information, citizen science and financial support.
- Providing new members with opportunities to contribute to NPA activities, advice and advocacy.

Governance

NPA requires sound governance that meets legislative and community expectations and provides a solid foundation for NPA to carry out its mission.

Our actions:

- Overhaul, update and more clearly articulate NPA's governance arrangements to support its long-term growth, influence and future.
- Deliver effective support to State Council, the Executive, branches and our committees.
- Implement best practice in our compliance with legislative requirements applying to charities and Non-Government Organisations.
- Ensure strict compliance with work, health and safety standards in all NPA operations, including the activity program, workplaces and events.

Leadership

NPA is committed to maintaining our status as experts in Protected Areas and other areas of exceptional conservation significance

Our actions:

- Effective agenda setting engagement with all levels of government, community-based advocacy and a strong and diverse media profile;
- Encouraging a new generation to take on leadership roles within the organisation; and
- Enhance our profile and effectiveness as advocates for nature through collaboration and partnership with local communities, conservation organisations.
- Maintain relevant expertise, capabilities and capacity in our employed workforce.



EXPECTED OUTCOMES

This strategy is ambitious, but the intertwined climate and extinction crises demand great ambition. It is not a time for caution but a time for bold action. NPA will make a significant contribution with the expectation that its actions will:

- Reverse or slow the loss of biodiversity, native vegetation cover and ecosystem services such as clean water and carbon sequestration;
- Improve the health and resilience of ecosystems in the face of a rapidly changing environment;
- Slow the net growth in NSW's greenhouse gas emissions by sequestering carbon in intact ecosystems (particularly forests, woodlands and wetlands) in well managed protected areas;
- Expand the level of understanding, appreciation and contact with nature with more people experiencing delight in nature's variety and wonder, and becoming more highly motivated to support its protection and conservation.;
- Leave a world worthy for future generations where bushland, waterways and seas are esteemed and valued as essential for health, wellbeing and the conservation of native plants and animals;
- Catalyse radical reforms to environment, planning and natural resource management laws that affirm and enforce society's fundamental responsibility for protecting nature; and
- Fortify NPA as a robust, rigorous and proactive organisation that provides its supporters with flexible avenues for engagement.

STRATEGY IMPLEMENTATION

1. Protect, restore and connect natural areas across NSW

1.1 30by30 implemented in NSW

(Landscape Conservation, Branches, Office)

1.1.1 Initiate a revision of Protected Area mechanisms and categories, especially for lands that require significant restoration and rehabilitation.

- Convene major conference on the future of protected areas after the NSW focused on realigning Australia with International norms – consider as a national conference.

1.1.2 Campaign to build the social licence and bi-partisan political support to:

- Transfer native State Forests, high conservation value Crown Lands (eg. Travelling Stock Routes and intertidal zones) and high conservation value freehold lands purchased on the open market to the Protected Area Network.
- End logging in all public native forests and transfer these forests into the Protected Area Network, with priority to be given to the forests of the proposed Great Koala National Park, Pilliga, Jervis Bay, Southeast region and Barrington to Hawkesbury region.
- Establish fully 'no take' Protected Areas in all five marine bioregions, totalling at least 30% of NSW State waters; restoring all revoked sanctuary zones; and rejecting the use of resource management models in Marine Protected Areas.
- Identify and reserve highly under-represented bioregions of Western NSW.
- Establish new reserves on the Cumberland Plain, including the Southwest Sydney Koala Park and at least two additional reserves of 200 ha or more.

- Develop strategies for each NPA campaign, including clear objectives, key personnel, resourcing, stakeholders, tactics and milestones
- Strategies already prepared include the Western Project, Jervis Bay additions and end of public native forestry.
- High priorities include the Great Koala National Park, marine protected areas and improvements to protected area legislation.

1.1.3 Contribute to 'whole of landscape' initiatives to conserve species, habitats and biodiversity, particularly those that provide connections between, or water flows into, existing or proposed Protected Areas.

- Use the 30by 30 initiatives and priorities to drive actions advocating protection of life support systems outside protected area system in order to support the protected areas, with focus on water, habitat connectivity, and capacity to respond to climate change

1.1.4 Build respectful and productive alliances that recognise both shared and divergent interests with First Nations people, local communities, other conservation organisations and government to achieve these objectives.

- Revise NPA policy and become involved in working groups for traditional owner park management.
- Advocate for the 1.4 Caring for Country objectives and including a focus on bringing together and building on traditional and scientific knowledge where appropriate.

1. Protect, restore and connect natural areas across NSW

1.2 Maintain and improve the condition of NSW Protected Areas (Park Management, Branches, Office)

1.3.1 Campaign against proposals that threaten the integrity of NSW Protected Areas

1.3.2 Advocate for adequate resources for their professional management of NSW Protected Areas

1.3.3 Demand sufficient allocations of environmental water for water dependent ecosystems in regulated catchments

1.3.4 Seek improved funding for core conservation programs such as fire, pest, weed, threatened species recovery, rather than vanity projects such as tourism facilities and inappropriately located re-wilding sites;

1.3.5 Advocate for the closure and rehabilitation of inappropriate infrastructure and facilities in Protected Areas, including defunct utilities and roads, tracks, trails and structures that are not expressly identified in a Plan of Management as essential for operational or visitor purposes;

1.3.6 Campaign against new overhead transmission lines being constructed in Protected Areas.

- Continue with campaigns, submissions and advocacy.
- Review and revise Park Management policies where needed.
- Develop State of the Parks reports in conjunction with 2.4

1.3 Improve legal protections for nature in NSW Do we need a legal advisory committee?

1.2.1 Expose breaches of existing environmental laws

- Maintain awareness of development proposals affecting Protected Areas through regular contacts with NPWS via quarterly meetings, Regional Advisory Committees, Advisory Council and NPA branch networks.
- Improve system for members reporting adverse impacts on Protected Areas, including emergency notification contacts (email and NPA website).
- React when brought to our attention.

1.2.2 Collaboratively develop policy proposals for legislative and regulatory improvements to the environmental laws and planning processes applying to Protected Areas and other sites of high conservation significance

- Develop an aspiration paper on legal. options for reducing the vulnerability of Protected Areas to inappropriate development (ie. development that has no relationship to conservation values)
- Compile the proof case for failure of existing planning with particular focus on the current disregard for stakeholder input.
- Look at deliberative democracy and international processes as alternative models.

1.2.3 Build political and community support for legislation, policies and regulatory decisions that improve nature protection, condition and status.

- Build a campaign for change based on the output of 1.2.2

1.4 Caring for country

1.4.1 Advocate for the adoption of appropriate joint management models for NSW Protected Areas;

1.4.2 Support the return of existing Protected Areas to Aboriginal ownership;

1.4.3 Support the integration of traditional cultural knowledge, expression and practices into land management generally, in consultation with First Nations people.

- See 1.1.4 actions
- Participate in Government's Joint Management Working Group
- Ensure that all NPA new reserve proposals are developed in collaboration with local Aboriginal communities
- Encourage NPA liaison with local Aboriginal communities when developing comments on plans of management and other strategic plans

2. Promote, experience and appreciate nature

Field Activities Committee, Branches, Office

2.1 Continue to deliver a premier bushwalking program across NSW through our highly respected walks leaders	Continue to support through Branches, Field Activities Committee and Office
2.2 Implement leadership training, support and succession programs for walks leaders	Field Activities Committee to develop this.
2.3 Continue to deliver an engaging variety of nature-based publications, on-ground conservation activities, information sessions and discussion groups that encourage communities to value nature	Continue with Journal, webinars, book club, presentations, on-ground regen programmes

3. Build a respected, resilient and vibrant organisation

3.1 Resource Base

Executive Committee, Office

3.1.1 Implement a structured Member and Supporter Development program for current and prospective members and supporters that covers three streams: - walks, bush skills and leadership; - ecological, landforms, land management and bush regeneration skills; and - nature conservation advocacy. This program will require cooperative effort across the organisation as well as external collaboration	- Set up a working group, reporting to State Council, to initiate the program and oversee it in the longer term. - The program will supply governance, tools, partnerships, administration and support to the program enabling it to be adapted by branches for local needs. - The program will commence with pilot activities in the Coffs Coast branch and a sub-region of Sydney. - Staff resource will be dedicated to the program.
3.1.2 Ensure effective administration of the Member and Supporter Development program through dedicated staff support and efficient use of systems	
3.1.3 Implement a volunteer development and management approach to encourage active contributors to the work of NPA, including assuming future leadership positions	
3.1.4 Continue to seek new sources of donations and bequests	- Pursue major donor options through the Environmental Grants Network - We might try for a private philanthropy grant for the Member and Supporter Development program – the combination of youth, education and environment being the sell. - Add in key elements from fundraising strategy.
3.1.5 Provide effective support for branches and committees, including assistance with representations to ministers, submissions, campaign and project development, media, mapping, information, citizen science and financial support	Ongoing support to be provided by staff and NPA Executive
3.1.6 Welcoming new members and supporters to the organisation and providing ready access to opportunities to contribute to NPA activities, advice and advocacy	- Establish clear processes for the NPA and local branch presidents to contact new members. - Provide information/welcome pack for all new NPA members, including information on getting involved in branches, committees and working groups.

3. Build a respected, resilient and vibrant organisation

3.2 Governance

3.2.1 Overhaul, update and more clearly articulate NPA's governance arrangements to support its long-term growth, influence and future	NPA Executive to establish working group to implement this initiative
3.2.2 Deliver effective support to State Council, the Executive, branches and our committees	Ongoing support to be provided by staff and NPA Executive
3.2.3 Implement best practice in our compliance with legislative requirements applying to charities and Non-Government Organisations.	Annual reporting to State Council on compliance and any changes to reporting obligations arising from new legislation.
3.2.4 Ensure strict compliance with work, health and safety standards in all NPA operations, including the activity program, workplaces and events	Quarterly reporting to Executive on compliance and any changes to reporting obligations arising from new legislation.

3.3 Leadership

3.3.1 Effective engagement with all levels of government, community-based advocacy and a strong and diverse media profile;	Key deliverable for CEO, staff, committees, branches and Executive
3.3.2 Enhance our profile and effectiveness as advocates for nature through collaboration and partnership with local communities, conservation organisations	Key deliverable for staff, committees and branches
3.3.3 Maintain relevant expertise, capabilities and capacity in our employed workforce	Staffing strategy and proposed priorities to be reported annually to State Council as part of the Annual NPA Business Plan

STRATEGY MEASUREMENT

1. Protect, restore and connect natural areas across NSW

1.1 30by30 is implemented in NSW

NPA is committed to the expansion of the NSW network of national parks and reserves, here referred to as Protected Areas, to a minimum of 30% of all terrestrial and marine bioregions by 2030. This will be done in accordance with Comprehensive, Adequate and Representative reserve selection principles, with a particular focus on habitat connectivity, biodiversity conservation, natural ecosystem processes and climate adaptation

Measures

- Revised Protected Area mechanisms and categories in place
- % Terrestrial and marine NSW gazetted as protected by bioregion
- Assessment of protected region accordance with CAR revised principles

1.2 Maintain and improve the condition of NSW Protected Areas

NPA is committed to the maintenance (and where necessary restoration) of natural ecosystem processes, biodiversity and cultural heritage in Protected Areas and other high conservation value lands and waters across NSW.

Measures

NPA State of the Parks report. Potentially a task for the Member and Supporter Development Program with additional input from branches, walks leaders and Park Management Committee. To address species abundancy, threatened ecosystem processes, invasive species impacts, compliance with PoMs, cultural heritage state, climate change vulnerabilities and resilience, inappropriate developments, assessment of intergenerational significance of assets and processes, relevant Aboriginal caring for country knowledge.

1.3 Improve legal protections for nature in NSW

NPA is committed to improving planning processes and legal protections against inappropriate development and activities in Protected Areas and other high conservation value lands and waters in NSW.

Measures

Consider planning process measures as an action from 1.2.2

1.4 Caring for country

NPA supports First Nations peoples having an integral role in the care and management of their traditional estates and country. We acknowledged that Aboriginal people's culture, knowledge and involvement are integral to the care and management of their traditional estates and country

2. Promote, experience and appreciate nature

2.1 NPA is committed to expanding our nature-based activities so that individuals and communities from multiple generations and diverse backgrounds have the opportunity enjoy nature, understand the critical importance of high conservation value lands in combating climate change and biodiversity loss, and are motivated to actively protect nature.

Measures

- Number of activities and number of people involved by type of activity

3. Build a respected, resilient and vibrant organisation

3.1 NPA needs to increase the future resource base available for the work described in this strategic plan by expanding membership, volunteer and staffing capacity, and funds

Measures

- Membership stats
- Financial reports
- Volunteer report
- Staff report
- Compliance report – processes in place and issues raised.

National Parks Association of NSW 2025 Annual Report





Established in 1957 and incorporated in 1988, the National Parks Association of NSW (NPA) is a community-based organisation dedicated to the protection and conservation of nature. Incorporation is held under the Associations Incorporation Act 2009 [NSW] (registration Y00789-26). NPA is listed on the Australian Business Register (ABN 67 694 961 955) and is registered for GST purposes.

NPA is a registered charity under the Australian Charities and Not-for-profits Commission Act 2012 [Cth], and is endorsed by the Australian Taxation Office to access income tax exemption, GST concessions and the fringe benefit tax rebate. It is listed as a deductible gift recipient under the Income Tax Assessment Act 1997 [Cth], and holds a fundraising authority under the Charitable Fundraising Act 1991 [NSW].

Registration status is publicly listed on the Australian Business Register, the ACNC Register, and the Service NSW Public Register at:

<http://www.abr.business.gov.au>

<http://www.acnc.gov.au>

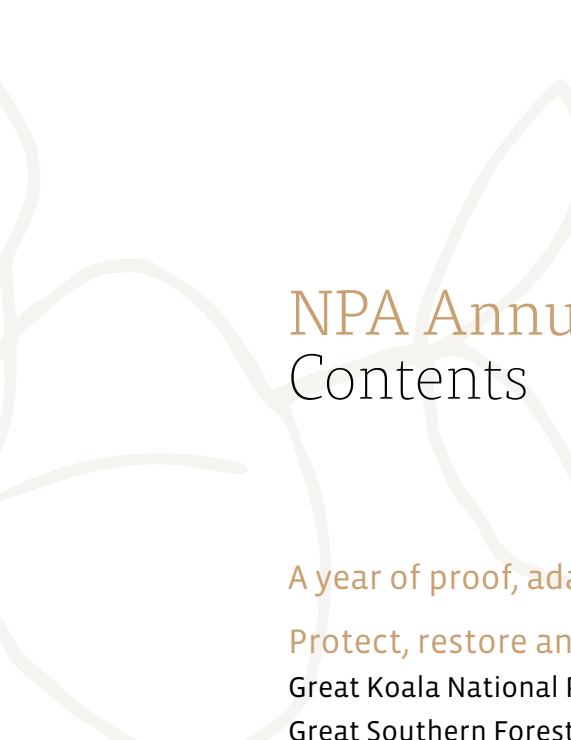
<https://www.onegov.nsw.gov.au/publicregister/#/publicregister/categories>

For more information about NPA's structure, and to access a copy of its Constitution, visit:

<https://npansw.org/what-we-do/our-structure>

For enquiries about this document, please contact Gary Dunnett, Executive Officer on 02 9299 0000.

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NPA Annual Report **2025**

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A year of proof, adaptation and renewal

2024/25 was a year of intense focus for the National Parks Association of NSW (NPA): a focus on completing the decade-long effort to turn the Great Koala National Park (GKNP) into reality; a focus on undertaking the technical assessments needed to support our next major proposal, the Great Southern Forest National Park (GSFNP); and a focus on asking ourselves a challenging question: are we the organisation our members and supporters need us to be for the decades ahead?

These were the key challenges set out in our NPA Strategy 2023–27, and 2024/25 was the year we put them to the test.

NPA's **Great Koala National Park** (GKNP) proposal was rigorously examined by the NSW Government's independent assessment, confirming the strength and accuracy of NPA's original science-based work. Even a decade later, the 2015 report to Parliament was validated as correctly identifying key koala habitats and priority protection areas. When momentum stalled, NPA shifted focus from proving the science to demonstrating the park's economic and community value. Partnering with local tourism operators and reviving grassroots advocacy, NPA built public and political support through community engagement and direct outreach to state leaders. This persistence paid off — just after the reporting period, the Great Koala National Park was officially declared, marking a landmark win for conservation and regional communities alike.

Initiated by NPA's Milton, Eurobodalla and Far South Coast branches, the **Great Southern Forest National Park** project is an ambitious new initiative in a region deeply affected by logging, megafires and species decline. NPA laid the groundwork through detailed biodiversity assessments and targeted field surveys by dedicated volunteers. The findings present a strong scientific case for protecting the tall southern forests and their threatened species. The campaign ahead will be demanding, but the evidence is compelling and NPA's commitment remains steadfast.

Our third area of focus, **strengthening NPA for the future**, began with a review of financial sustainability but quickly broadened into something deeper: an honest look at our mission, structure and capacity to deliver on our ambitions. The conclusion was clear: while NPA's voice for nature is respected and effective, more work is needed to reach our full potential.

This reflection marks the start of a renewal process that will ensure NPA remains a strong, credible and enduring advocate for nature in New South Wales.

Looking back, 2024/25 was not just a year of focus — it was a year of proof, adaptation and renewal. We proved the strength of our science, adapted our advocacy to new realities, and began renewing the organisation that has championed NSW's wild places for 70 years.

As we look ahead, NPA's purpose is clearer than ever: to be the trusted voice for nature — guided by science, powered by community, and driven by hope.



Gary Dunnett

Chief Executive
Officer, National Parks
Association of NSW



Liz Jeremy

President, National Parks
Association of NSW



Protect, restore and connect natural areas across NSW

The climate and biodiversity crisis facing our planet, and the increasing awareness of the importance of natural areas, brings into sharp focus the need to expand our Protected Areas, ensure their legal protection, and restore their ecological functioning.



Photo David Gallan



Let's Make It
HAPPEN!

brentor

Great Koala National Park

In partnership with the Australian Climate and Biodiversity Foundation (ACBF), NPA delivered a major outreach program throughout 2024–25 to secure the NSW Government’s commitment to creating the Great Koala National Park (GKNP) and protecting key koala habitat areas across the Mid North Coast.

First proposed by NPA over a decade ago, the park covers 176,000 hectares of state forest, recognised as critical koala habitat and a vital ecological corridor linking existing reserves. The 2024–25 campaign built on years of advocacy, combining community mobilisation, business engagement, and political outreach to turn broad public interest into government action.

The campaign aimed to achieve the full declaration of the Great Koala National Park Assessment Area and the protection of priority sites such as the Forest Bridge (Pine Creek State Forest) and Bollandolla Block (Newry State Forest). NPA coordinated extensive on-ground engagement, including door-knocking, market stalls, and the distribution of over 1,300 corflutes and 15,000 flyers across the GKNP region. More than 1,200 letters were sent by community members to key parliamentarians urging the park’s creation.

A distinctive visual identity helped foster a sense of community pride and visibility. NPA and ACBF also led targeted outreach to business and political leaders. A business dinner in Coffs Harbour was co-hosted for visiting parliamentarians, followed by a business delegation to Sydney where local tourism operators met directly with Premier Chris Minns. A Parliament House event, featuring Environment Minister Penny Sharpe as keynote speaker, showcased strong regional and economic support.

As a result of these combined efforts earlier in the year, in September 2025 the NSW Government announced the creation of the Great Koala National Park, protecting the full 176,000 hectares originally identified by NPA — a landmark conservation achievement for koalas, biodiversity, and regional communities.



NSW Marine Sanctuary Alliance

The NSW Marine Sanctuary Alliance remained a powerful force for ocean protection throughout 2024–2025, with NPA continuing its strong support and leadership. The Alliance’s new website — nswmarinesanctuaryalliance.org — is helping attract new marine sanctuary champions and amplify the call for stronger marine protection across NSW. Meeting monthly, the Alliance brings together passionate community advocates (including NPA members) and provides practical support to local groups campaigning to safeguard their coastal waters. Funding this year helped design, build, and host the new website, ensuring NPA continues to play a central role in coordinating and driving the Alliance’s work.



Love Our Sanctuaries – Film Events

In September 2024, NPA joined forces with the Australian Marine Conservation Society and the NSW Marine Sanctuary Alliance to deliver the Love Our Sanctuaries statewide film tour — a celebration of our ocean sanctuaries and a rallying cry for stronger marine protection ahead of the release of the NSW Mainland Marine Park Network Management Plan. From Coffs Harbour to Merimbula, nine packed-out events drew almost 1,000 attendees, including more than 200 at Jervis Bay alone. The tour inspired vibrant discussions about forming new community groups in Merimbula, Bondi, Thirroul and Long Reef, each eager to campaign for better marine safeguards.

At every stop, audiences gathered around the Love Our Sanctuaries banner for a powerful photo, acting as a visual message that was sent to local MPs, showing that communities across NSW are united in their support for enhancing marine protection.



David Gallan and Kate Carroll conducting a survey in the proposed Great Southern Forest National Park. Photo Andrew Wong

Great Southern Forests National Park

After commencing in 2024, NPA has committed substantial effort to this highly ambitious park proposal throughout 2025. The proposal seeks to add 365,000 hectares of State Forest to existing NPWS reserves, creating a connected conservation landscape of approximately 1.2 million hectares. The proposed park extends across a 100-kilometre-wide corridor from the coast south of Wollongong to the Victorian border and encompasses 55 State Forests, including 24 Flora Reserves.

The proposal area contains a remarkable diversity of ecosystems, from the temperate coastal forests to the alpine woodlands of southern NSW. These landscapes are rich in biodiversity, supporting many endemic and threatened plant species and providing habitat for iconic fauna increasingly at risk from ongoing logging and other pressures.

The technical report has advanced significantly through 2025, supported by detailed GIS analysis, scientific research, and extensive fieldwork. The assessment covers native vegetation communities, threatened and rare species, habitat connectivity, aquatic systems, fire history, and First Nations heritage values. It also highlights the major threats posed by industrial logging and climate change, presenting a strong, evidence-based case for the permanent protection of these high-value natural areas.

NPA's Far South Coast, Milton, and newly formed Eurobodalla branches have been instrumental in this work, with members actively involved in field surveys, campaign strategy, park planning, and stakeholder consultation. Considerable time has been devoted to documenting species through photography and film, with data submitted to the BioNet Wildlife Atlas. Regular field trips throughout the year engaged NPA members, staff, and partner organisations. The proposal has also attracted new volunteers and support from other NGOs, including the Forest Alliance, which has turned its attention to the South Coast following the NSW Government's announcement of the Great Koala National Park.

A New Vision For Jervis Bay

The National Parks Association of NSW is proposing significant additions to the Protected Area Network surrounding Jervis Bay. These proposed extensions are designed to strengthen landscape connectivity, close existing ecological gaps, and ensure the protection of the full range of habitats and species found in this ecologically rich region. The area supports a number of threatened species, including the Eastern Bristlebird and the Jervis Bay Leek Orchid, both of which have key populations within the proposed additions and require targeted protection to ensure their long-term survival.

The original technical report was released in 2023, but underwent substantial revision throughout 2024–2025. These iterations were prompted by changes in land ownership and management across several parcels included in the proposal. They also provided an opportunity to incorporate more recent threatened species data and refine conservation priorities based on updated ecological information.

The final proposal recommends 12,324 hectares of new protected lands to be added to Jervis Bay National Park and Parma Creek Nature Reserve. It also proposes the inclusion of Abrahams Bosom Nature Reserve (205 hectares) to be reclassified as a Regional Park, enhancing opportunities for recreation while maintaining conservation outcomes.

These additions will complement and strengthen the network of existing protected areas in the region, including Brundee Swamp Nature Reserve, Saltwater Swamp Nature Reserve, Wollamia Nature Reserve, Worrigee Nature Reserve, and the Commonwealth-managed Booderee National Park. Together, they form an integrated conservation landscape that safeguards biodiversity, supports habitat resilience, and contributes to the ecological integrity of the broader Jervis Bay region.





Promote, experience and appreciate nature

NPA's conservation goals are ambitious and rely upon the efforts of our supporters. We need to retain and expand our supporter base and help build their skills in advocacy, community engagement and enjoyment of nature.

We know that connections with nature must be reforged with each new generation, and that new types of experiences are required to attract a broader base of supporters. Enriching outdoor experiences are not only beneficial to personal wellbeing, we know that those connections lead to support for the conservation of natural places.



NPA Activities Program

NPA's outdoor activities program is a core part of who we are. In 2024-25 we held over 1,000 activities across 14 branches. Activities were predominantly walks, plus several paddles, bike rides, bush regeneration events and canyons. Several multi-day walks were organised, and some leaders also coordinated group trips overseas.

These activities are a great opportunity for social interaction and to learn about native plants and animals and the natural and cultural history of an area. Participants share their experiences through trip reports and photos across Facebook, branch newsletters and NPA's weekly Bushwalking Bulletin. Knowledge shared during walks often leads to demand for a more in-depth presentation at a branch meeting, such as those held by Southern Sydney Branch.

Field Activities Committee

The activities program is overseen by the Field Activities Committee. An important role is risk management and review of incidents, as well as guidance for general improvement to the program. In 2024-25 the committee membership was expanded to include activity leaders from more branches. The committee continues to expand in 2025-26. NPA thanks the members of the Committee: Richard Bennett (convenor & Southern Sydney), Glenda Rothwell (Central Coast), Coleta Richards (Mid North Coast), Mike McLeod (Southern Highlands), Lyn McRae (Coffs Coast), supported by members of staff Samantha Newton, Claudia Mira and Gary Dunnett.



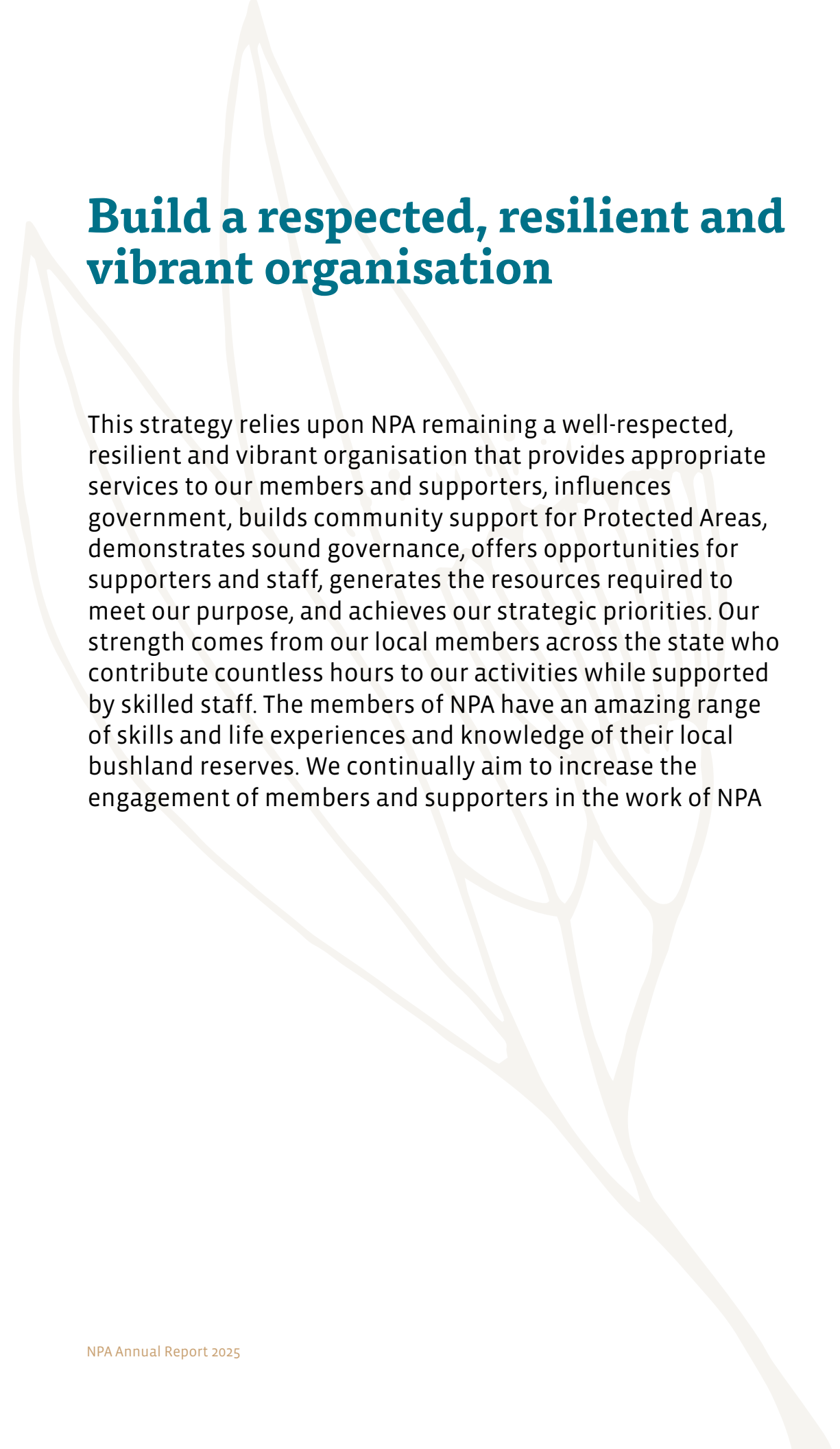
Cliff Track. Photo: Central Coast Branch

New Activities Website

Many branches promote their activities to all NPA members through the central Bushwalking Program website (bushwalk.npansw.org.au). This website is now well over 10 years old and becoming more difficult to update. In 2024 the decision was made to seek a new software solution for the program. Work has begun with Member Jungle as the new platform and work on the website has continued throughout 2025 with a planned roll-out later in the year. The new website will have improved online registration, communication tools (such as event specific chat function) and an app to make communication and registration easier in the field.

Our volunteer leaders are the backbone of our activity program. Our thanks to all members who have led activities and coordinated local branch and group programs.

If you are interested in leading with NPA, please reach out to NPA via activities@npansw.org.au.



Build a respected, resilient and vibrant organisation

This strategy relies upon NPA remaining a well-respected, resilient and vibrant organisation that provides appropriate services to our members and supporters, influences government, builds community support for Protected Areas, demonstrates sound governance, offers opportunities for supporters and staff, generates the resources required to meet our purpose, and achieves our strategic priorities. Our strength comes from our local members across the state who contribute countless hours to our activities while supported by skilled staff. The members of NPA have an amazing range of skills and life experiences and knowledge of their local bushland reserves. We continually aim to increase the engagement of members and supporters in the work of NPA



Membership

Total membership at 30 June 2025 was 3,303 members (3,521 same time 2024), comprised within 2,511 subscriptions (individual, household and corporate). Our supporter base and social media presence continues to expand with a growing online community of over 40,000 people.

Member and Supporter Development Program

Following a successful pilot program with the Sydney, Southern Sydney, and Milton Branches in 2023–24, NPA commenced the implementation of a structured program to strengthen communication between branches and new members. Every branch is unique, so the program is designed to be adaptable—helping members engage with their local branch through bushwalking, picnics, bush regeneration, conservation campaigning, presentations, and other activities.

The Membership Committee plays a key role in continuing the Member and Supporter Development Program. NPA extends its thanks to the members of the Committee: Helen Wilson (Convenor), Brigitte Nairn, Ross McDonnell, Ian Donovan, Richard Bennett, and Jonathon Howard; supported by staff members Samantha Newton, Gary Dunnett, Claudia Mira, Jo Armstrong, and Danielle Ryan.

Communication and Engagement

Print and email

NPA NSW is an organisation with a diverse and geographically dispersed membership. Effective communication across a range of platforms is essential to keep everyone informed and engaged.

Our flagship magazine, Nature NSW, provides updates on NPA campaigns and projects, as well as broader coverage of nature conservation and park management topics.

To keep members and supporters up to date more frequently, our monthly e-newsletter, Nature News, and weekly Bushwalking Bulletin share information about plans of management and proposals open for public comment, upcoming events and opportunities, trip reports, photos, and other news of interest.

Social Media and Websites

Our social media presence includes our main Facebook page, Great Koala National Park page, and several branch Facebook pages. Our YouTube channel features an excellent collection of member presentations, short films (e.g. Whispers of Wilderness), and slideshows from our Bushwalk Photo Challenge.

Work was undertaken on the main NPA website to streamline content and prepare for our new activities website (see page 19 for more details). This new platform will enhance communication and functionality for our activities as well as branches and members.

Meeting reports

There are several committees and groups focused on different aspects of NPA's work at the local branch, and regional or statewide level: conservation, projects, outdoor activities, organisational support are all discussed. Reports between committees, particularly via staff, Executive and State Council keep us all informed.



Advocacy

Legislation, government policy, planning proposals and project approvals can have major long-term consequences to the natural environment—both positive and negative. Advocating for nature conservation is a vital part of what NPA does, and involves considerable time and effort. Important advocacy tools include:

- written submissions and representations to Ministers, parliamentary members and government agencies
- appearances at inquiries, public hearings and parliamentary committees
- face-face meetings with Ministers, parliamentary members and officials
- submission guides for use by NPA members and the general public
- media commentary provided via media releases, interviews and published articles.

During 2024-25 NPA prepared 47 written submissions and representations in relation to a wide range of matters. Key issues that were addressed are summarised in the table on page 25.

Issue	Examples
Infrastructure	• Appin Road wildlife safety Improvements • Snowy 2.0 - transmission line • Winterbourne Wind Farm
Biodiversity	• Biodiversity Offsets Scheme Bill 2024 • Private land conservation review • Woollahra Biodiversity Conservation Strategy
Forests	• Review of sustainability of forestry operations in NSW
Mining	• Tahmoor South Project • EPA regulation of coal mines • Bloomfield Colliery Continuation Project
Reserve management	• Draft plans of management for Kalyarr, Jindalee and Yiraaldiya National Parks
Reserve establishment	• Great Koala National Park campaign • National Roadmap for protecting and conserving 30% of Australia's land by 2030
Rivers & water	• Basin-wide Watering Strategy • Murray Darling Basin constraints roadmap and early insights paper • NSW Aboriginal Water Strategy and Action Plan • Regional water strategies for Murray and Murrumbidgee catchments • Water sharing plans for Barwon Darling, Macquarie/ Wambuu Bogan and Macleay water sources • Water Amendment (Restoring our Rivers) Act 2023 • Billabong Creek Floodplain Management Plan
Urban development	• Narrawallee residential development • Patyegarang development proposal • Newcastle Local Strategic Planning Statement

Governance

NPA is an incorporated association and registered charity with a decentralised structure of member groups. Governance arrangements and procedures are defined in the NPA Governing Rules.

A review of governance policies is currently underway with a focus on matters relating to acceptable conduct, including interpersonal respect, integrity and reputational issues.

NPA State Council

The State Council comprises representatives of branch committees, specialist groups, affiliated bodies, Executive members, and appointed members. Its principal role is to guide strategic direction and policy, supervise and promote information sharing across groups, elect Executive members, and perform key governance functions.

NPA Executive

The Executive members are elected annually by the State Council from nominations invited from the general membership. The principal role of the Executive members is to manage and take overall responsibility for the Association's business and financial affairs.

Member and specialist groups

Specialist groups develop policy and provide advice on a variety of management and conservation matters. Three specialist groups - The Landscape Conservation, Park Management and Field Activities committees report directly to State Council. Specialist groups enable volunteer members to contribute directly to ongoing conservation work and the coordination of member activities.

Branch committees operate within a particular region. Their work includes local advocacy, membership recruitment, nature-based activities, member newsletters and collaboration with regional conservation networks.

Statutory advisory committees

NPA has nominees on various advisory bodies under the *National Parks and Wildlife Act 1974*. These included the National Parks and Wildlife Advisory Council, the Karst Management Advisory Committee, and eight separate Regional Advisory Committees (the latter are nominated jointly with the Nature Conservation Council of NSW).

Representation was also maintained at a local level on several mining-related community consultative committees under the *Environmental Planning and Assessment Act 1979*, and on various local government advisory committees.

Park Management Committee

The Park Management Committee (PMC) meets regularly to discuss issues relating to the protection and management of natural areas, especially national parks and reserves.

Submissions have been made on a range of issues and several specific draft Plans of Management (PoMs) and water management plans. Key submissions included: Kalyarr NP Draft PoM; Yiraaldiya NP Draft PoM, Biodiversity Conservation Act Amendment (Biodiversity Offsets) Bill and Inquiry, Achieving 30x30 National Roadmap and Jindalee NP Draft PoM.

The Committee also collaborated with the NSW Forest Alliance, Reclaim Kosci, and the Alliance for Nature on priorities including biodiversity offsets, feral horse management and logging of native forests.

Landscape Conservation Forum

The Landscape Conservation Forum (LCF) develops and promotes proposals to expand and strengthen NSW's protected area system. In 2024–25, it advanced proposals for the Great Koala NP, Jervis Bay NP, Great Southern Forests NP, the Pilliga, Upper Georges River Koala Park, and western NSW

LCF also engaged with a range of issues effecting landscape scale conservation including: the Australian Carbon Credit Unit (ACCU) Scheme, wetland management and various water sharing plans, forestry issues, marine protected areas, and the Lake Cowal area.

Positions Held		
Type	June 30 - 2025	June 30 - 2024
Executive	8	9
State Council	34	33
Specialist groups	70	61
Branch committees	110	135
Representatives to external bodies (excl. local bodies)	16	11
Statutory advisory committees	9	11
Directors of Natural Areas Pty Ltd	3	3
Total	250	263

NPA Executive	
Position	Name
Acting President	Liz Jeremy*
Vice President:	Vacant
Secretary	Ian Donovan
Assistant Secretary	Helen Wilson
Treasurer	Ross McDonnell
Executive members	Conny Harris, Jonathon Howard, Jane Judd, Warwick Pearse

* Grahame Douglas resigned as President 23 Apr 2025

State Council	
Group	Name
Executive	As indicated
Field Activities	Richard Bennett
Park Management	Ross McDonnell
Landscape Conservation	Warwick Pearse
Armidale	Bryan Johnston, Pat Schultz
Central Coast	Pam McCann, Glenda Rothwell
Coffs Coast	Tim Carroll, Liz Jeremy
Far South Coast	David Gallan, Samantha Nerrie
Hunter	Ian Donovan, Sue Olsson, John Simpson
Illawarra	Graham Burgess, Helen Wilson
Lachlan Valley	Adrian Davey
Macarthur	Rob Michie, Cita Murphy
Mid North Coast	Roxanne Dunn, Brett Neil, Coleta Richards
Milton	Brigitte Nairn
Southern Sydney	Ian Hill, Ross McDonnell, Gary Schoer
Sydney Region	Ian Clarke, Pam Dawes, Tom Fink, Conny Harris, Jane Judd, David Stead
NSW Teachers Federation	Adam Curlis
Appointed	George Pund

NPA Staff	
Position	Name
Chief Executive Officer	Gary Dunnett
Director Operations	Samantha Newton
Member and Administrative Services	Claudia Mira
Communications & Publications Manager	Kiran Charles
Finance Officer	James Zhuang
Conservation Campaigner	James Sherwood, Danielle Ryan
Fundraising Manager	Joanne Armstrong
Conservation Projects Office	Kate Carroll
Administration Assistant	Jennifer Matthews
Great Koala NP Campaign Coordinator	Paula Flack

Fundraising and Gifts

This financial year we continued to strengthen our fundraising efforts in support of conservation, advocacy, and environmental education across our state. Our campaigns focused on protecting the integrity of our national parks and strengthening community engagement with nature.

Building on the success of previous years, we delivered several key fundraising initiatives, including three major appeals, our annual raffles, and continued support from our regular monthly donors and bequest program. These initiatives help sustain our vital work such as habitat restoration and protection projects, advocacy for stronger park protections, and educational outreach to ensure our land and sea scapes are protected for the next generation.

Throughout the year, our appeals helped raise awareness and funds for critical conservation campaigns, including ongoing efforts to create and protect our natural environment. This includes a focus on areas like the Great Koala National Park and Kosciuszko National Park as well as broader initiatives aligned with the global 30 by 30 conservation goals.

We are so grateful for the ongoing support of the community. Each contribution, whether through appeals, raffles, or monthly giving, all has directly supported our mission to defend nature and promote sustainable management of our parks.

We extend our heartfelt thanks to all our supporters, donors, members, and volunteers who made this possible. We also acknowledge the generous raffle prize donors and congratulate this year's winners. Your generosity, through financial support and the gift of time, is a driving force behind our work.

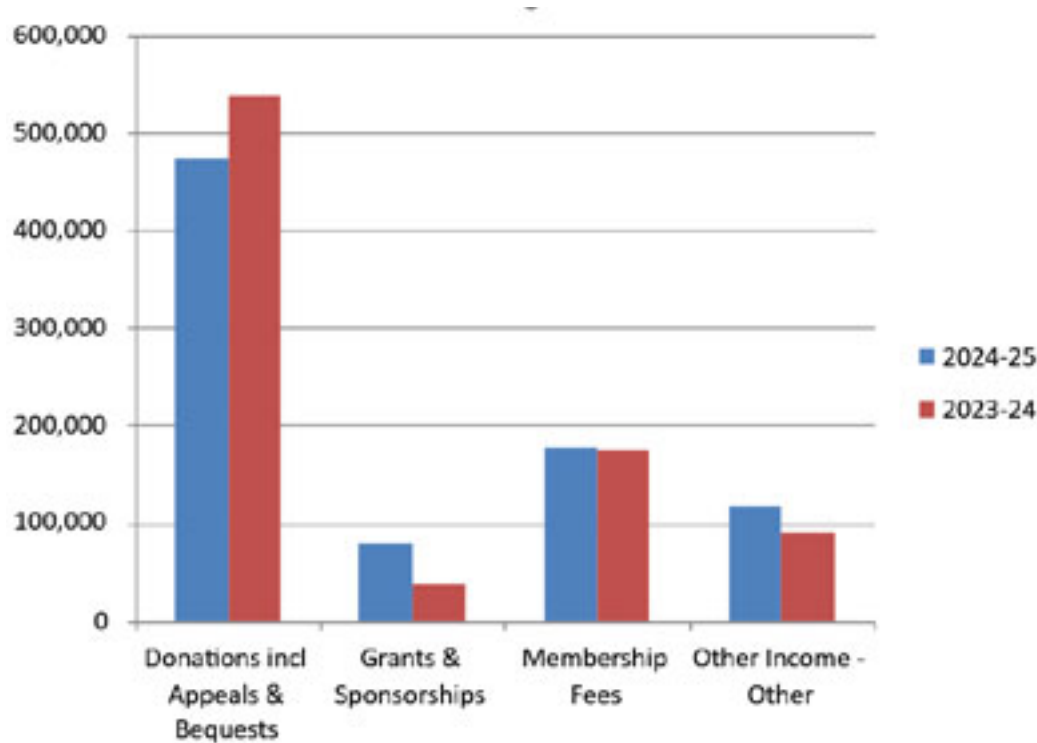
We are a lean, community-funded organisation, and every contribution makes a tangible difference. Your continued partnership enables us to carry out our essential work protecting our beautiful states unique natural heritage for future generations to come. Thank you for standing with us in this critical work.

Financial Summary

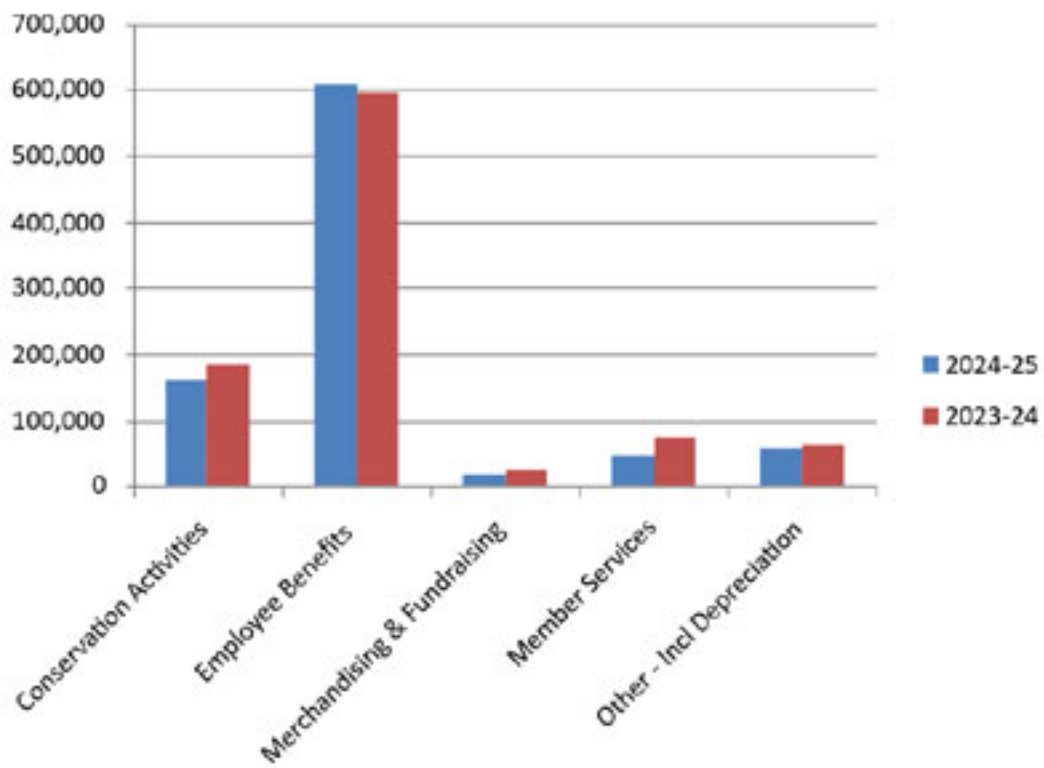
Income Statement for the year ended 30 June 2025		
Operating Activities	FY2025	FY2024
OPERATING INCOME	(\$AU)	(\$AU)
Donations incl Appeals & Bequests	473,775	537,598
Grants & Sponsorships	79,022	38,215
Membership Fees	177,420	173,808
Other Income	116,230	89,460
Total income	846,448	839,081
OPERATING EXPENDITURE		
Conservation Activities	162,906	185,548
Employee Benefits	606,925	596,483
Merchandising & Fundraising	17,384	25,109
Member Services	48,696	74,631
Other -Incl Depreciation	55,942	64,510
Total Expenses	891,853	946,281
OPERATING SURPLUS	(45,405)	(107,200)

Balance Sheet ending 30 June 2024		
ASSETS	FY2025	FY2024
Current Assets	(\$AU)	(\$AU)
Cash & Cash Equivalents	309,210	1,544,195
Other Current Assets	41,752	56,197
Prepayments	797	3,647
Financial Assets - Current	1,178,045	-
Total Current Assets	1,529,804	1,604,039
Non-Current Assets		
Property, Plant & Equipment, Right of Use Assets	87,342	36,725
Other Non-current Assets	11,827	22,538
Total Non-current Assets	99,169	59,263
TOTAL ASSETS	1,628,974	1,663,302
LIABILITIES		
Current Liabilities		
Employee Benefit Provisions	62,985	45,622
Unexpended Grants	18,713	28,063
Other Current Liabilities	59,027	61,005
Total Current Liabilities	140,725	134,690
Non-Current Liabilities		
Employee Benefit Provisions - Non-Current	23,771	15,790
Other Non-current Liabilities	980	3,920
Total Non-Current Liabilities	24,751	19,710
TOTAL LIABILITIES	165,476	154,400
TOTAL ASSOCIATION FUNDS	1,463,497	1,508,902

Operating Income 2024 -2025



Operating Expenditure 2024 -2025





Future Directions Roadmap:

A Three-Year Program of Organisational Renewal

Executive Summary

The National Parks Association of NSW has been protecting nature through community action for nearly 70 years. It has played a part in the protection of nearly every conservation reserve in NSW, helping grow the protected area network from 1% in 1957 to about 10% in 2022. It most recently contributed to the announcement of the Great Koala National Park: one of the most significant conservation achievements in the state's history. NPA's expertise, credibility and conservation track record are genuinely remarkable, and they remain the foundation on which everything else is built.

This roadmap is about ensuring that foundation is strong enough to carry NPA's ambitions for the next 70 years.

The organisation faces real and significant challenges. Membership has declined by nearly 60% since 1989, with losses accelerating to more than 200 members per year. Because the vast majority of NPA's financial support comes from members, through subscriptions, donations and bequests, this decline directly affects the organisation's capacity to deliver on its conservation mission. These are not new problems, and NPA has the commitment to address them directly, deliberately and with the resources needed to do the job properly.

The Future Directions Renewal Roadmap represents NPA's response: a structured, three-year program of organisational renewal built on eleven interconnected priorities. It has been developed through a rigorous process of review, analysis and workshop deliberation, and it is grounded in an honest assessment of where NPA stands and what it will take to thrive. The priorities span understanding members, clarifying identity, strengthening fundraising, modernising governance, building public profile, and deepening government relationships, all of the organisational foundations that will allow NPA to do more of what it does best.

Progress will be tracked through a dedicated tracking framework maintained by the Future Directions Coordinator, with oversight provided by the Future Directions Working Group and regular reporting to the Executive and State Council.

NPA has made a deliberate investment in this renewal work. Its mission remains as compelling as ever, the future direction is now clearly mapped, and staff, members and supporters have the clarity and pathways they need to contribute to achieving it.

The timing is right. The conservation landscape is shifting, the political moment is favourable, and NPA has the standing to shape what comes next. A stronger, better resourced and more visible NPA will protect more nature, connect more people with the natural world, and advocate more effectively.

1. Why Change Is Needed

The National Parks Association of NSW faces significant and urgent challenges.

Membership has declined from a maximum of 8,150 in 1989 to approximately 3,290 today, a loss of nearly 60%. During the same period, population increased by 50%. Over the past two years, the rate of decline has accelerated to 15–20 members per month, with net losses averaging over 200 members annually. This decline directly impacts donations, bequests, and overall income, challenging NPA's long-term capacity to deliver on its conservation mission.

The Future Directions Working Group's comprehensive review through regular meetings and themed workshops confirmed there are no untapped 'magic bullet' funding solutions. Most donations and bequests come from existing members, making member engagement the critical driver of financial sustainability. While NPA's protected area advocacy remains our core strength, competition for public attention from prominent organisations such as the NCC, WWF, Wilderness Australia, Bush Heritage and the Bob Brown Foundation is intensifying. A multitude of newer and smaller organisations are also exploiting niches that we have failed to identify or occupy.

To remain viable and effective, NPA must differentiate itself within NSW's crowded conservation landscape by strengthening our identity, diversifying engagement opportunities, enhancing our public profile, and building deeper relationships with members, government, and philanthropic partners. Critically, the vast majority of NPA's financial support comes from its members — through subscriptions, donations and bequests. This means that growing membership is not only a conservation and engagement priority; it is the most direct path to cultivating our own next generation of members, supporters and donors supporting our long-term financial sustainability.

2. Strategic Response: The Renewal Roadmap

The Future Directions Renewal Roadmap represents a structured program to address fundamental organisational challenges while building lasting capacity for the future. This is a comprehensive approach to organisational renewal that will position NPA for long-term sustainability and impact.

The roadmap is built on eleven interconnected priorities (see in section table 7.3) that address the full spectrum of current organisational challenges outlined below:

Foundation Work establishes the clarity and understanding needed for effective change. This includes clarifying NPA's distinctive identity and purpose, conducting research to understand what does and doesn't motivate people to join and stay, and implementing a robust change management strategy that recognises the strength of feeling members hold about NPA's identity and traditions, and works with that feeling rather than against it, to build shared commitment to the changes ahead.

Member Engagement & Retention focuses on stopping membership decline through improved onboarding, presenting clearer value propositions, and diversifying nature-based activities so that they directly support our dual nature conservation and appreciation mission. This includes piloting citizen science, conservation-focused walks, Bushcare, marine monitoring, and other activities that clearly differentiate NPA from outdoor recreation clubs.

But growing support from members is not simply a numbers game. It is also a function of how interested in and committed to NPA's objectives members feel. A member who is deeply engaged, who participates in campaigns, attends events, serves on a committee, or gives regularly, is worth far more to the organisation than a passive subscriber. The real challenge, then, is not only to grow the membership but to provide meaningful pathways for more members to become more deeply involved: whether through committees, campaigns, events, advocacy, or financial support. Member engagement and financial sustainability are two sides of the same coin.

Contemporary Fundraising evolves NPA's approach from transactional giving toward a strategic, relationship-driven model that builds sustainable revenue while deepening donor engagement with conservation outcomes. The priority focus areas are bequests and legacy giving, where NPA's membership profile and conservation credibility create significant untapped potential regular and monthly giving programs, project-specific crowd funding tied to NPA's campaigns, and philanthropic foundation relationships. Underpinning all of this is a commitment to systematic donor stewardship: ensuring that supporters feel genuinely connected to NPA's work and can see the impact of their contribution. The full fundraising program will be shaped by the member survey, which will test attitudes to different fundraising approaches before they are deployed at scale.

Strategic Partnerships strengthens NPA's capacity through deeper relationships with philanthropic foundations, enhanced voice in government beyond NPWS, and support for branches to secure grants. This positions NPA to access new funding streams while increasing our influence on conservation policy and practice.

Public Profile & Visibility addresses NPA's need to maintain leadership visibility in the conservation work we champion, strengthen our media presence, and ensure our distinctive contributions remain recognised. This goes beyond what has traditionally been understood as campaigning, a push for a new national park or against a development in an existing one. NPA's public profile must reflect its areas of genuine specialisation and leadership within the broader conservation movement: championing the importance of Protected Areas, extending the protected area network into the marine estate, and lifting the overall ambition for PA creation towards, and potentially beyond, the 30 by 30 goals to which Australia has committed.

Sustaining that profile requires protocols for collaborative campaigns that maintain NPA's prominence and strategies for sustaining momentum after individual wins. It requires that NPA's outward-facing communications channels are of the highest quality, current, and reaching the audiences that matter: the website, social media, media spokespersons, media presence, and publications. These are the primary means by which NPA is seen, known and trusted by the public, by government, and by the conservation community.

Operational Effectiveness streamlines publications, reviews internal structures, reallocates resources from low-value to high-impact activities, and ensures governance supports rather than hinders progress. This includes the website redevelopment that will provide a contemporary face to the public and easier pathways for engagement. By no means of least importance will be renewal of NPA's governance arrangements. To grow participation, we need to make our internal workings much easier to understand and navigate.

This raises a question worth naming explicitly: who is the target of all this? There is an ongoing and legitimate debate within NPA about whether the primary focus should be members, those who have made a formal commitment to the organisation through subscription, or the broader category of supporters, who may engage with NPA's work, attend events, donate, and advocate without ever joining. The two are not mutually exclusive, and both matter. They require different strategies, different channels, and different measures of success. Part of the work ahead is to resolve this question with sufficient clarity to make good decisions about where to direct effort and investment.

3. Implementation Approach

The roadmap will be implemented by a dedicated Future Directions Coordinator (0.6 FTE) over an initial two-year period, with potential extension at this point to three years based on progress. The Coordinator will work across the organisation, with staff, branches, committees, the Executive and State Council, to drive change through both hands-on implementation and support and facilitation of others' work.

This investment of \$120,000 per annum (including salary, on-costs, and operating budget) provides a focused capacity. Existing staff and volunteer resources are stretched managing business-as-usual

operations and require assistance to deliver the transformational change while maintaining current programs.

The timing is strategic. This foundational work will directly inform NPA's next strategic planning process in 2027, providing insights into member needs, tested approaches to engagement, and clearer organisational identity. The anticipated timeframe recognises that sustainable organisational change cannot be rushed but requires structured effort, regular evaluation, and adjustment based on learning.

4. Change Management: The Critical Success Factor

The roadmap explicitly addresses a fundamental reality: many issues have been identified for years or decades, and there are long-held views about what NPA should be and how it should operate. Without deliberate change management, even well-designed initiatives will struggle.

The change management strategy will provide the scaffolding for transformation through transparent communication, genuine engagement within clear decision-making boundaries, early identification and support of champions, honest acknowledgment of concerns, quick wins to build credibility, and regular monitoring and adjustment based on feedback and results.

This approach balances care for people and their attachment to current ways with the courage to make difficult decisions in service of organisational sustainability. It recognises that not everyone will embrace change but focuses energy on building sufficient momentum with those who can see the need and opportunity.

Expected Outcomes

Over the medium term, NPA can anticipate:

- Stabilised then growing membership in line with stronger public profile, clearer value proposition, wider appeal and diversified engagement options
- Membership growth in niches that are presently not being tapped
- Enhanced member satisfaction through better understanding and responsiveness to member interests and needs
- New, sustainable revenue streams from contemporary fundraising, philanthropic partnerships, and grants
- Improved donor retention through systematic stewardship and appealing opportunities to contribute to NPA's full range of work, not only conservation campaigns but also connecting communities to nature and expanding the extent and role of Protected Areas
- Stronger public profile with NPA recognised as a leading voice for nature protection and appreciation in NSW, and as the go-to organisation for expertise on Protected Areas
- Measurable progress on NPA's core conservation objectives: growing the Protected Area network, extending protection into the marine estate, and strengthening community connection to nature across the state
- Deeper stakeholder relationships expanding NPA's influence
- More efficient operations with resources directed toward high-impact activities
- Branch capacity strengthened through grants support and clearer connection to organisational strategy
- Organisational culture shift toward adaptation, innovation, and external focus
- Strong foundation for 2027 strategic planning with tested approaches and clear identity.

5. Investment Rationale

NPA is able to undertake this strengthening work. We have sufficient financial capacity to make a strategic investment in organisational renewal, a mission that remains relevant and compelling, recognised expertise and credibility in advocacy, and a network of passionate members and volunteers ready to contribute when provided with clear pathways and support.

The alternative to investment is continued decline. Without intervention, current trends suggest that NPA's organisational capacity, membership base and long-term sustainability will continue to erode, placing increasing pressure on the organisation's ability to fulfil its mission.

The investment proposed through the Future Directions program is modest relative to both the risks of inaction and the potential benefits that successful renewal can deliver. The program combines dedicated implementation capacity through a Future Directions Coordinator with investment in the enabling systems and infrastructure required to support stronger member engagement, communications, fundraising and organisational effectiveness.

The level of investment required to implement the roadmap will be considered through NPA's annual budget process and approved by State Council as part of the organisation's normal governance arrangements. Expenditure and progress against the roadmap will be reported regularly through Future Directions progress reports, enabling State Council, the Executive and members to monitor implementation, outcomes and the effectiveness of the investment over time.

This is not expenditure designed to maintain the status quo. It is a strategic investment in organisational renewal that seeks to address underlying causes rather than symptoms. The roadmap provides clear priorities, realistic staging of implementation, regular evaluation points, and accountability through reporting to the Executive, the Future Directions Working Group, State Council and members. By investing now, NPA has the opportunity to strengthen its foundations, build resilience and position itself for long-term growth and impact.

6. Our Path Forward

The Future Directions Renewal Roadmap provides NPA with a structured path to address fundamental sustainability challenges while building capacity for greater impact. It balances ambition with realism, recognising what can be achieved with dedicated but modest resources. Most importantly, it positions NPA not just to survive but to thrive as a trusted voice for nature protection and appreciation in NSW.

State Council endorsement of the roadmap and associated funding enables NPA to move from identifying problems to implementing solutions, from incremental adjustment to transformational change, and from concerning decline to confident renewal.

The work begins with clarity about who we are and what makes us distinctive, builds through enhanced engagement and contemporary practices, and results in a stronger, more sustainable NPA capable of delivering on our mission for decades to come.

7. Renewal Roadmap Activities

7.1 Strategic Plan Alignment

NPA's Strategic Plan 2023–2027 is built around three overarching priorities: protecting, restoring and connecting natural areas across NSW; promoting, experiencing and appreciating nature; and building a respected, resilient and vibrant organisation.

The Future Directions Renewal Roadmap addresses the third of these priorities directly, but it serves all three. An organisation in membership decline, with weakening public profile, ageing governance and under-resourced staff, cannot effectively protect nature, advocate for Protected Areas, or connect communities with the natural world. The renewal work is not separate from NPA's conservation mission. It is the foundation that makes that mission possible.

Section 7.3 maps each of the eleven priorities to the relevant Strategic Plan priority or priorities and explains the specific strategic link. Where a priority primarily serves 'Build a respected, resilient and vibrant organisation', this should be understood as enabling the other two priorities rather than displacing them. NPA's commitments under the other two Strategic Plan priorities — to protect, restore and connect natural areas across NSW, and to promote, experience and appreciate nature — remain as vital as ever. NPA will continue to advocate for an end to logging in public forests, for no-take marine protected areas, and to deliver a premier bushwalking program. The purpose of this Renewal Roadmap is to strengthen the organisation's capacity to pursue those goals more effectively and sustainably: a more resilient NPA is a more powerful force for conservation.

7.2 How We Prioritised

With eleven interconnected priorities across a three-year program, the question of sequencing is not merely practical, it is strategic. The order in which priorities are addressed determines whether the work builds on itself or stalls. Four criteria guided the sequencing of this roadmap:

Foundational dependency: does other work depend on this being done first? Some priorities are prerequisites; others can only succeed once foundational work is in place

Urgency: how quickly does this need to happen given membership decline and the financial trajectory? Some things cannot wait two years

Organisational readiness: does NPA currently have, or can it quickly develop, the capacity to deliver this well? A priority that is right in principle but impossible to resource in the near term may need to be sequenced later

Strategic impact: how directly does this move the needle on NPA's core challenges: membership, financial sustainability, public profile, and conservation outcomes?

Applying these criteria produces three broad phases:

Priorities 1–4 are Year One essentials. Understanding members, clarifying identity, establishing change management practice, and rebuilding the website are prerequisites for almost everything else. They must come first because the evidence and foundations they create will shape all subsequent decisions. Without Priority 1 (member survey), Priority 6 (fundraising) risks introducing techniques that alienate rather than attract. Without Priority 2 (identity), Priority 4 (website) risks building the wrong public face.

Priorities 5–8 build capability across Years One and Two. These priorities depend on foundational work being underway but can begin to be scoped and designed in Year One. Priority 7 (Governance Review) is a partial exception; some governance matters are sufficiently urgent to warrant early action in Year One even while the full review follows in Year Two.

Priorities 9–11 are important but appropriately sequenced to Year Two and beyond. Publications review, organisational alignment, and voice in government are genuine priorities, but they benefit from, and depend on, the identity, member understanding and cultural shift work that comes first.

This sequencing is a starting point, not a fixed plan. It should be reviewed regularly as the program progresses, and new information emerges from the member survey, the identity work, and the experience of implementation.

7.3 Priority Overview — Strategic Alignment and Sequencing

The following table provides an at-a-glance view of all eleven priorities, their strategic alignment, the Future Directions theme they address, their implementation year, and their lead. Detailed activities and success measures for each priority follow in Section 7.4.

Priority Overview — Strategic Alignment and Sequencing

NPA Future Directions Renewal Roadmap

Priority	Strategic Plan	FD Theme	Year	Lead	Strategic Link
Priority 1 Understand Members	Build a respected, resilient and vibrant organisation	Foundation work Member engagement & retention	I	Richard Liz and Ian Membership Committee.	Understanding our members is the prerequisite for all other renewal work. Without it, decisions about identity, engagement and fundraising are made on assumption.
Priority 2 Clarify Identity and Purpose	Build a respected, resilient and vibrant organisation	Foundation work Public profile & visibility	I	FD Chair, Coordinator + Executive	A clear and compelling identity is foundational to attracting members, building public profile, and differentiating NPA in a crowded conservation landscape.
Priority 3 Change Management and Cultural Shift	Build a respected, resilient and vibrant organisation	Foundation work	I	FD Chair, Coordinator + Project Leader	Without deliberate change management, even well-designed initiatives will fail. This establishes the scaffolding for all other renewal work.
Priority 4 Website Redevelopment	Build a respected, resilient and vibrant organisation	Operational effectiveness Public profile & visibility	I	Richard + CEO + staff	The website is NPA's primary public face and the main pathway for joining, donating and engaging. Directly supports member engagement and public profile.
Priority 5 Address Membership Decline and Diversify Engagement	Build a respected, resilient and vibrant organisation	Member engagement & retention	I–2	FD Coordinator, Secretary + membership committee, staff	Stopping membership decline is the most urgent financial and organisational challenge NPA faces. Directly linked to financial sustainability and conservation capacity.
Priority 6 Contemporary Fundraising	Build a respected, resilient and vibrant organisation	Contemporary fundraising	I–2	Treasurer, CEO + staff	Diversifying revenue is essential for long-term sustainability. Follows member survey work which will test member attitudes to new fundraising approaches.
Priority 7 Governance Review	Build a respected, resilient and vibrant organisation	Foundation work Operational effectiveness	I–2	Secretary; Executive project	Some governance matters require urgent attention in Year One; full constitutional review follows in Year Two. Fit-for-purpose governance is foundational to effectiveness.
Priority 8 Strengthen Public Profile and Visibility	All three strategic priorities	Public profile & visibility Strategic partnerships	I–2	Exec + CEO	A stronger public profile serves all three strategic priorities, attracting members, building government relationships, and maintaining NPA's conservation leadership.

Priority	Strategic Plan	FD Theme	Year	Lead	Strategic Link
Priority 9 Organisational Alignment and Capacity	Build a respected, resilient and vibrant organisation	Operational effectiveness	2	CEO + staff	Ensuring roles and resources are aligned to deliver the renewal agenda. Follows identity and strategy work which will give this clear direction.
Priority 10 Publications Review and Streamlining	Build a respected, resilient and vibrant organisation	Operational effectiveness Public profile & visibility	2	CEO + staff	Streamlining publications frees resources for higher-impact work. Should follow identity work so the right publishing approach reflects who NPA is.
Priority 11 Developing Relationships and Influence	Protect, restore and connect	Strategic partnerships	2	CEO	Deeper relationships expand NPA's conservation influence. Builds on stronger identity and public profile established in Years One and Two.

7.4 Priority Activities

The following sections set out the detail for each of the eleven priorities in implementation order. The majority of priorities align with the strategic plan theme of 'Build a respected, resilient and vibrant organisation.' This is deliberate. As noted in Section 7.1, the organisational renewal work is the precondition for NPA being able to pursue its conservation and nature appreciation missions with full effectiveness. A stronger, more resilient NPA is a more powerful force for nature. Each priority is also explicitly linked to the relevant action or actions within the strategic plan, so that the connection between this roadmap and NPA's existing strategic commitments is clear throughout.

Priority 1: Understand Members

Strategic Plan: *Build a respected, resilient and vibrant organisation — prerequisite for all other renewal work*

This priority will address the strategic plan actions of providing new members with opportunities to contribute to NPA activities, advice and advocacy, and ensuring the Member and Supporter Development program is promoted and attractive to a new and younger generation and members of diverse communities. It is also the essential foundation for almost every other priority in this roadmap, without a clear understanding of who our members are, what they value, and what they need, decisions about identity, engagement, fundraising and communications rest on assumption rather than evidence.

Scope of work

A comprehensive survey of the member base across three groups: current members (what motivated them to join and stay?); discontinued members (what motivated them to leave?); and potential members in untapped niches (what would motivate them to join and stay?). The survey will also capture member interests, priorities and values; what they want to get out of NPA membership; and barriers to deeper engagement. Findings will be used to analyse member segmentation, bushwalkers, conservationists, naturalists and others, and their engagement patterns, and to map the line of sight from State Council strategy to branch activities. Insights from this work will directly shape all other priorities in the roadmap.

Activities

- Commission and design the member survey, drawing on professional survey expertise where appropriate
- Conduct the survey across current, discontinued and potential member cohorts
- Analyse results, including segmentation analysis and engagement patterns
- Map the line of sight from State Council strategy to branch activities
- Report findings to the Future Directions Working Group and Executive, with clear implications for subsequent priorities.

Success measures

- Member survey completed within Year One
- Response rates sufficient to support meaningful segmentation analysis across member cohorts
- Findings reported to the Working Group and Executive with actionable recommendations
- Insights demonstrably informing decisions under subsequent priorities, particularly Priority 2 (identity), Priority 5 (membership engagement) and Priority 6 (fundraising).

Priority 2: Clarify Identity and Purpose

Strategic Plan: *Build a respected, resilient and vibrant organisation — foundational to member engagement, public profile and differentiation*

- *This priority will address the strategic plan actions of effective agenda setting engagement with all levels of government, community-based advocacy and a strong and diverse media profile and enhancing NPA's profile and effectiveness as an advocate for nature through collaboration and partnership with local communities and conservation organisations. A clear and compelling identity is the precondition for all of these, NPA cannot project a strong public presence, build effective partnerships, or attract a new generation of members without first being able to answer clearly who it is and why it matters.*

Scope of work

This priority addresses the foundational questions of organisational identity: who is NPA, and what makes it distinctive in a crowded conservation landscape? What do members, supporters, government and the broader public currently understand NPA to be, and is that understanding accurate? How does NPA articulate its dual mission of nature protection and nature appreciation in a way that is compelling, consistent and recognisable? The work spans brand audit, positioning, name and tagline evaluation, and relaunch, and its outputs will directly inform the website redevelopment under Priority 4 and NPA's public profile work under Priority 8.

Activities

- Conduct a brand audit to assess how NPA is currently perceived by members, supporters, government, and the broader public
- Develop a clear positioning statement that articulates NPA's distinctive contribution, with a focus on its leadership in the Protected Areas space: their promotion, establishment, protection, and the opportunities they provide to connect people with nature
- Differentiate NPA clearly from outdoor recreation clubs and from other conservation organisations operating in an increasingly crowded landscape
- Create internal alignment across staff, branches and committees on mission articulation and messaging, building shared understanding of 'who we are and why it matters'
- Evaluate whether the NPA name helps or hinders the organisation's ability to project a distinct and recognisable public identity, and whether it reflects NPA's dual purpose of nature protection and nature appreciation, noting that name changes elsewhere in the sector have not always produced differentiation, and care is needed to ensure any change genuinely strengthens NPA's position rather than adding to the noise
- Develop a tagline or elevator pitch that reflects both nature protection and nature appreciation, this is a priority in its own right, separate from any formal name change process, as the current tagline ('protecting nature through community action', in use since 2008) captures only one half of NPA's dual mission
- If a name change is warranted, determine a process for selecting a name and consider any required transitional arrangements, including acquiring a business name
- Review logo, tagline and visual branding in light of the above
- Once identity is clarified and brand refreshed, launch the rebranded entity with a coordinated communications strategy.

Success measures

- Brand audit completed and findings reported to the Executive and Working Group
- Clear positioning statement developed and endorsed, articulating NPA's distinctive contribution and dual mission
- Name and tagline question resolved, with outcome, whether change or affirmation, formally decided and communicated to members
- Visual branding reviewed and updated to reflect refreshed identity
- Internal alignment achieved across staff, branches and committees on mission articulation and messaging
- Relaunch executed with coordinated communications strategy
- Member and stakeholder feedback indicates improved clarity about who NPA is and what it stands for.

Priority 3: Change Management and Cultural Shift

- **Strategic Plan:** *Build a respected, resilient and vibrant organisation — the scaffolding that enables our renewal work*
- *This priority will address the strategic plan actions of encouraging a new generation to take on leadership roles within the organisation and implementing a volunteer development and management approach that encourages program participants to become active contributors to the work of NPA. It also provides the scaffolding without which the other ten priorities are unlikely to succeed — even well-designed initiatives falter without deliberate attention to how change is managed and how people are brought along.*

Scope of work

At the heart of NPA's renewal is a commitment to becoming an organisation that offers genuine, meaningful opportunities for members and supporters to contribute to securing the future of nature in NSW. Every change we make should be tested against that commitment: does this make NPA a more worthy investment of members' time, energy and resources? If yes, we proceed. If not, we reconsider.

This is the driving principle of our approach to cultural change, not change for its own sake, but change in service of a clearer, stronger, more accessible NPA. The scope of this priority encompasses the questions that must be honestly engaged: what are the cultural patterns or habits that have held NPA back, and how do we name them without blame? What does a healthier organisational culture look and feel like, and how will we know when we are living it? How do we bring members, branches, staff and committees along through change in a way that builds trust rather than eroding it?

Activities

- Develop a change management approach grounded in genuine respect for NPA's traditions and the depth of feeling members hold about the organisation's identity, working with that attachment to build shared commitment to the changes ahead
- Create opportunities for open dialogue about the renewal program, its rationale, its priorities and its progress, so that members, staff, branches and committees feel genuinely part of the conversation
- Build understanding and confidence in the renewal agenda through transparent communication, early engagement and honest acknowledgment of the complexity of organisational change
- Build a champions network across branches and committees, people who understand the need for change and can model and advocate for it in their communities
- Communicate early and often about the reasoning behind changes, so that people are not surprised and do not feel decisions are being made over their heads
- Celebrate small wins and visible progress to build confidence and momentum
- Address concerns transparently and involve people in designing solutions wherever possible
- Provide support and training for new ways of working
- Establish regular feedback loops so that the approach can be adjusted based on what is being learned

Success measures

- Change management approach developed and operational in Year One
- Champions network established across branches and committees
- Regular feedback loops in place and informing adjustments to the program
- Staff, branches and committees report feeling informed about and engaged with the renewal program
- Evidence of cultural shift toward adaptation, innovation and external focus, as measured through member and staff feedback over the life of the program.

Priority 4: Website Redevelopment

Strategic Plan: *Build a respected, resilient and vibrant organisation — NPA's primary public face and pathway for joining, donating and engaging*

This priority will address the strategic plan action of effective agenda setting engagement with all levels of government, community-based advocacy and a strong and diverse media profile. A contemporary, well-functioning website is the foundation of NPA's public presence, it is the primary means by which potential members, donors, government contacts and the broader public encounter the organisation, and the main pathway through which existing members engage, join, give and stay connected.

Scope of work

NPA's website is often the first encounter a potential member, donor or ally has with the organisation. It is also the primary tool through which existing members access information, engage with conservation campaigns, and stay connected. A redeveloped website is a strategic asset, one that can strengthen NPA's public presence, make it easier to join and give, and bring the organisation's conservation work to life for a wider audience.

While this priority is sequenced after the identity work of Priority 2, in practice some elements may proceed concurrently. The identity work will inform the website brief and design direction, and the two streams should remain in close communication to ensure the redeveloped site reflects NPA's emerging sense of who it is and what it stands for. The scope of this priority encompasses the core questions the redevelopment must answer: does the website communicate who NPA is and why it matters, clearly and immediately? How easy is it for someone new to join, and are there obvious pathways for deeper engagement? Does the site bring conservation outcomes and member stories to life in ways that inspire and connect?

Activities

- Review the current website against NPA's strategic needs, drawing on insights from the member survey (Priority 1) and the identity work (Priority 2)
- Develop a website brief reflecting NPA's refreshed identity, including joining pathways, member engagement, conservation storytelling, and donation functionality
- Manage the redevelopment with appropriate volunteer and staff capacity in place
- Update website content as part of the redevelopment, including conservation campaign pages, branch information, and member resources
- Establish an ongoing content governance approach so the site remains current and accurate after launch

Success measures

- Website redeveloped and launched, reflecting NPA's refreshed identity
- Joining process simplified and measurably easier
- Increase in online memberships and donations in the twelve months following launch
- Positive member feedback on usability and content

Priority 5: Address Membership Decline & Diversify Engagement

Strategic Plan: *Build a respected, resilient and vibrant organisation — addressing the most urgent financial and conservation capacity challenge NPA faces*

This priority will address the strategic plan actions of ensuring the Member and Supporter Development program is promoted, attractive and available to a new and younger generation and members of diverse communities, ensuring effective administration of the program through dedicated staff support and efficient use of systems, and providing new members with opportunities to contribute to NPA activities, advice and advocacy. Stopping membership decline is the most urgent financial and organisational challenge NPA faces, and diversifying engagement is the most promising pathway to reversing it.

Scope of work

This priority focuses on halting membership decline and building the conditions for sustainable growth. It addresses both the immediate challenge of member attrition and the longer-term opportunity to diversify engagement so that NPA is genuinely accessible and appealing to a wider range of people. Growing support from members is not simply a numbers game, it is also a function of how interested in and committed to NPA's objectives members feel. A member who participates in campaigns, attends events, serves on a committee, or gives regularly is worth far more to the organisation than a passive subscriber. The real challenge is not only to grow the membership but to provide meaningful pathways for more members to become more deeply involved, whether through committees, campaigns, events, advocacy, or financial support. Member engagement and financial sustainability are two sides of the same coin.

Activities

- Improve member onboarding and welcome processes based on survey insights from Priority 1
- Strengthen messaging about what makes NPA distinctive, drawing on identity work from Priority 2
- Create a clearer member journey and value proposition
- Pilot one or two new low-cost engagement activities, which may include citizen science projects such as bird counts, koala sightings and frog surveys that feed into advocacy; conservation-focused nature walks that identify threatened species, explain habitat importance and link to current campaigns; Bushcare and habitat restoration activities; photo exhibitions and competitions with conservation themes; marine monitoring programs; and online natural history webinars connecting observation to protection
- Develop a donor stewardship program, potentially involving invitations to campaign-related field work, select briefings from the CEO or President, mentored engagement with conservation committees, and other special events.

Success measures

- Evidence of membership growth in previously untapped niches, including younger age groups, diverse communities and new interest-based segments
- Measurable reduction in membership attrition rate year on year
- Increase in new member recruitment, particularly among younger age groups and diverse communities
- Positive member feedback on onboarding experience and sense of connection to NPA's work
- At least one new engagement activity piloted and evaluated in Year One
- Growth in donor retention and average giving

Priority 6: Contemporary Fundraising Strategy

Strategic Plan: *Build a respected, resilient and vibrant organisation — diversifying revenue to sustain conservation work and organisational capacity*

- *This priority will address the strategic plan action of continuing to seek new sources of donations and bequests and will also support the broader objective of ensuring NPA has the financial sustainability to pursue its conservation mission over the long term. Evolving NPA's fundraising approach from transactional giving toward a strategic, relationship-driven model is both a financial imperative and an opportunity to deepen the connection between donors and NPA's conservation work.*

Scope of work

This priority seeks to evolve NPA's fundraising from transactional giving toward a strategic, relationship-driven model that maximises sustainable revenue and strengthens engagement with conservation outcomes. It requires both ambition and self-knowledge. Many techniques used effectively by other organisations, urgency-driven appeals, donate buttons on all content, matched contribution campaigns, cold outreach, cause-specific sponsorship programs, have real capacity to generate revenue. But NPA is not a mass-market conservation brand. Its membership has a strong and legitimate sense of what NPA is and how it behaves, and fundraising approaches that feel out of character carry genuine risk: damaged trust, reduced engagement, and a net cost rather than a net gain.

Before introducing new fundraising techniques at scale, NPA needs to understand how its members and supporters will actually respond to them. This makes the member survey work under Priority 1 directly foundational here, not a nice-to-have precursor but a genuine prerequisite. The survey should specifically test attitudes to different fundraising approaches so that decisions are based on evidence rather than assumption. Where members are comfortable with a technique, NPA can proceed with confidence. Where they are not, the choice is either to adapt the approach to suit NPA's culture and tone, or to develop the capability to target those approaches only to segments of the supporter base for whom they are appropriate. The scope also encompasses the questions the working group will need to resolve: what fundraising approaches are most consistent with NPA's culture, values and membership profile? How do we build a fundraising program that deepens rather than transacts the relationship between donors and NPA's conservation work? What does NPA need to put in place, in terms of systems, skills and capacity, to support a more sophisticated and sustainable fundraising program?

Activities

- Complete a comprehensive review of current fundraising practices in Year One, covering existing revenue streams, donor engagement and retention patterns, digital fundraising capability, and gaps between current practice and contemporary approaches
- Use the member survey (Priority 1) to test member and supporter attitudes to different fundraising approaches before introducing new techniques at scale
- Develop a multi-year fundraising strategy for Executive endorsement, with clear targets, accountability, and integration with the broader renewal program
- Prioritise bequests and legacy giving as NPA's single greatest fundraising opportunity, including a structured legacy giving program with personal acknowledgment, conservation impact reporting, and field visit invitations for legacy donors
- Develop a regular giving program to convert one-off donors to monthly giving, improving revenue predictability and donor retention
- Build project-specific funding campaigns around NPA's conservation work, including the 50 Parks proposal, marine protection and the 30 by 30 agenda
- Map the philanthropic landscape for foundations aligned with protected areas, biodiversity conservation and community action.

- Support branches to access local, state and federal grants as both a fundraising and capacity-building measure
- Develop a donor stewardship approach across all giving streams, including systematic impact reporting, personalised acknowledgment, and opportunities for donors to deepen their connection to NPA's work

Success measures

- Fundraising review completed and multi-year strategy endorsed by the Executive in Year One
- Growth in bequest intentions and legacy giving program participants
- Increase in regular giving and monthly donor numbers
- New philanthropic funding secured in Year Two
- Improved donor retention rates across all giving streams
- Positive member and donor feedback on the tone and approach of NPA's fundraising
- Branches supported to access local, state and federal grants, with measurable increase in branch grant revenue over the life of the program.

Priority 7: Governance Review

Strategic Plan: *Build a respected, resilient and vibrant organisation — fit-for-purpose governance is foundational to NPA's long-term effectiveness*

This priority will address the strategic plan actions of overhauling, updating and more clearly articulating NPA's governance arrangements to support its long-term growth, influence and future, implementing best practice in compliance with legislative requirements applying to charities and non-government organisations, and ensuring strict compliance with work, health and safety standards in all NPA operations. Fit-for-purpose governance is not merely a compliance obligation, it is foundational to NPA's credibility, effectiveness and long-term sustainability.

Scope of work

NPA's governance documents (including the constitution and subsidiary instruments) are in need of a comprehensive review and overhaul. The contents of the constitution mostly dates from 1984 or earlier, and reflects approaches and thinking from a different era. A modern governance framework is required that is fit for purpose, supports NPA's mission, and strengthens its distinctive member-driven character. Key issues include:

- consider a change of legal structure (incorporation type)
- compatibility with the national charity regime
- revise objects to reflect societal changes over the last half a century
- change of name, if determined under Priority 2
- making internal structures and processes much more user-friendly and legible
- recognising special interest groups to complement traditional geographically-based groups
- balance between certainty and flexibility
- ensuring accountability and transparency
- ensuring structures and processes serve the organisation, not the reverse
- acceptable conduct standards for officers
- clearly written language.

Activities

- Conduct a structured review of governance arrangements according to the scope of work
- Consult with members, branches and committees to ensure that outcomes reflect NPA's distinctive character and member-driven culture
- Draft updated constitution and subsidiary instruments, incorporating outcomes of the Priority 2 identity work where relevant
- Present draft proposals to the Executive and State Council for consideration
- Submit proposals for member approval at a special general meeting, or by postal/ electronic ballot
- Implement consequential measures related to registration with regulatory bodies
- Review work health and safety standards across all NPA operations as part of the broader governance review.

Success measures

- Governance review completed and recommendations presented to the State Council and members within the agreed timeframe
- Updated constitutional and subsidiary instruments adopted that support NPA's mission and needs for coming decades, including appropriate legal structure, charitable requirements, contemporary governance practice and retention of NPA's member-driven character
- Governance documents written in clear, accessible language
- Change of name addressed if determined under Priority 2
- Work health and safety standards reviewed and confirmed across all NPA operations
- Member feedback indicates improved understanding of and confidence in NPA's governance arrangements.

Priority 8: Strengthen Public Profile & Maintain NPA Leadership Visibility

Strategic Plan: *All three strategic priorities, a stronger public profile serves conservation advocacy, nature connection and organisational sustainability*

This priority will address the strategic plan actions of effective agenda setting engagement with all levels of government, community-based advocacy and a strong and diverse media profile, and enhancing NPA's profile and effectiveness as an advocate for nature through collaboration and partnership with local communities and conservation organisations. A stronger public presence serves all three of NPA's strategic priorities, it attracts members, builds the relationships needed to influence government, and maintains NPA's standing as a leading voice for conservation in NSW.

Scope of work

This priority addresses NPA's need to maintain leadership visibility in the conservation work it champions, strengthen its media presence, and ensure its distinctive contributions remain recognised. This goes beyond what has traditionally been understood as campaigning, a push for a new national park or against a development in an existing one. NPA's public profile must reflect its areas of genuine specialisation and leadership within the broader conservation movement: championing the importance of Protected Areas, extending the protected area network into the marine estate, and lifting the overall ambition for protected area creation toward, and potentially beyond, the 30 by 30 goals to which Australia has committed. Sustaining that profile requires protocols for collaborative campaigns that maintain NPA's prominence, strategies for sustaining momentum after individual wins, and outward-facing communications channels of the highest quality, the website, social media, media spokespersons, and publications through which NPA is seen, known and trusted by the public, by government, and by the conservation community.

Activities

- Social media training for key branch leaders
- Develop a media toolkit for conservation announcements
- Establish regular member stories showcasing conservation connection
- Establish a protocol for ensuring NPA prominence in collaborative campaigns
- Develop a ‘beyond the win’ approach for sustaining momentum after campaign victories
- Create a systematic approach to claiming credit and maintaining profile
- Ensure NPA’s distinctive voice and contributions remain visible in all advocacy work
- Identify and develop future media spokespersons, the people the media sees as the natural go-to on issues within NPA’s chosen ambit.

Success measures

- Measurable increase in NPA’s media mentions and social media reach year on year
- Branch leaders report increased confidence and capability in media engagement following training
- NPA prominently credited in collaborative campaigns in which it plays a leading or significant role
- Identified future media spokespersons actively engaged with media on issues within NPA’s ambit
- Sustained public profile maintained following major campaign victories.

Priority 9: Organisational Alignment & Capacity

Strategic Plan: *Build a respected, resilient and vibrant organisation — ensuring roles and resources are aligned to deliver the renewal agenda*

This priority will address the strategic plan actions of maintaining relevant expertise, capabilities and capacity in NPA’s employed workforce, and delivering effective support to State Council, the Executive, branches and committees. Ensuring that roles, resources and systems are aligned to the renewal agenda is what makes delivery of the other ten priorities possible, this is the organisational infrastructure that holds everything else together.

Scope of work

This priority ensures NPA’s human and operational resources are effectively aligned to deliver on Future Directions priorities and the Strategic Plan, while supporting staff development and clear accountability. It is appropriately sequenced to Year Two, following the identity and member understanding work that will give organisational alignment its clearest direction. The work encompasses role and workload review, process simplification, accountability frameworks, and capability building, the internal scaffolding that allows the renewal program to be sustained over the full three years.

Activities

- Review roles and workloads in the context of Future Directions priorities to identify opportunities for alignment and efficiency
- Assess tasks and processes to determine where activities can be simplified, automated, or consolidated, reducing duplication and freeing capacity for strategic initiatives
- Align roles and responsibilities with organisational priorities, ensuring that key areas such as member engagement, fundraising, and profile-building receive appropriate focus and support
- Establish clear accountability and decision-making protocols to support transparent allocation of resources and clarify responsibilities across the organisation
- Integrate priorities into staff workplans so individual roles are clearly connected to strategic objectives
- Build staff capability where needed to support new ways of working, through professional development and targeted support.

Success measures

- Roles and workloads reviewed and aligned to Future Directions priorities, with any changes implemented and bedded down
- Staff workplans reflect strategic objectives and individual accountability is clear
- Measurable reduction in duplication and low-value tasks, freeing capacity for higher-impact work
- Staff capability gaps identified and addressed through professional development and targeted support.

Priority 10: Publications Review & Streamlining

Strategic Plan: *Build a respected, resilient and vibrant organisation — freeing resources from low-value activities for higher-impact work*

This priority will address the strategic plan action of continued provision of effective support for branches and committees, including assistance with media, information and citizen science. Streamlining NPA's publications frees staff and volunteer capacity for higher impact work and ensures that what NPA publishes is consistent with its refreshed identity and genuinely useful to its members and audiences.

Scope of work

The publication landscape has become increasingly complex. Audiences are inundated with digital content across countless channels, and traditional tools such as email and social media are often less effective for communicating in-depth material. NPA's publishing approach needs to reflect this reality, concentrating resources where they achieve the greatest communication value, while preserving the traditions and expertise that give NPA's publications their distinctive character. This priority is appropriately sequenced to Year Two, following the identity work of Priority 2, so that any revised publishing approach reflects a clear and settled sense of who NPA is and what it stands for.

Activities

- Undertake a collaborative review of NPA publications to assess reach, impact, production costs and volunteer capacity
- Streamline and strengthen NPA's publishing approach to ensure resources are concentrated where they achieve the greatest communication value
- Engage editors, contributors and volunteers throughout the process to preserve valued traditions and ensure any new approach reflects the organisation's collective expertise and commitment
- Invest in the chosen publication's success, whether print, digital or a hybrid format, through design, distribution and integration with broader communication and fundraising strategies
- Free up resources for higher-impact activities.

Success measures

- Publications review completed with clear recommendations endorsed by the Executive
- Revised publishing approach implemented, with resources concentrated in highest-impact channels
- Editors, contributors and volunteers actively engaged in the review process and supportive of the outcome
- Staff and volunteer capacity freed for higher-impact work as a result of streamlining.

Priority 11: Developing Relationships and Influence

Strategic Plan: *Protect, restore and connect natural areas across NSW — deeper government relationships expand NPA's conservation influence*

This priority will address the strategic plan actions of enhancing NPA's profile and effectiveness as an advocate for nature through collaboration and partnership with local communities and conservation organisations, and effective agenda setting engagement with all levels of government, community-based advocacy and a strong and diverse media profile. Deeper relationships expand NPA's conservation influence well beyond what the organisation can achieve alone, and position NPA as a trusted and authoritative partner in the NSW conservation landscape.

Scope of work

NPA's conservation impact depends not only on the quality of its advocacy but on the depth and breadth of its relationships with government, agencies and allied organisations. Building and maintaining those relationships systematically, rather than reactively, is what transforms good advocacy into lasting influence. This priority is sequenced to Year Two, building on the stronger identity and public profile established in the first year of the program. The scope encompasses relationship mapping across key government departments and agencies, identification of priority policy areas where NPA can make the greatest difference, and development of a strategic stakeholder engagement plan that guides how NPA cultivates, maintains and activates key relationships over time.

Activities

- Map key relationships needed across DCCEEW, DPHI, NPWS and beyond, identifying where NPA currently has strong connections and where gaps exist
- Identify three to four priority policy areas for increased influence, concentrating effort where NPA can make the greatest difference
- Build a strategic stakeholder engagement plan that guides how NPA cultivates, maintains and activates key relationships over time
- Position NPA as the go-to voice on protected areas and nature protection through consistent, credible and well-timed engagement.

Success measures

- Measurable progress on NPA's core conservation objectives, including growth of the Protected Area network, extension of marine protection, and strengthening of community connection to nature across the state
- Key relationship map completed and stakeholder engagement plan developed and endorsed
- Three to four priority policy areas identified and actively pursued
- Measurable increase in NPA's engagement with DCCEEW, DPHI, NPWS and other key agencies
- NPA recognised and sought out as a leading voice on protected areas and nature protection in NSW.

7.5 Tracking progress and accountability

Effective implementation of the roadmap requires clear accountability and a structured approach to monitoring progress. Without this, priorities can drift, interdependencies can be missed, and the Executive and State Council lose visibility over whether the renewal program is on track.

The following arrangements are proposed:

Future Directions Working Group

The Future Directions Working Group will provide high-level oversight of the renewal program. It will meet regularly to review progress against the roadmap, consider emerging issues and risks, and provide strategic guidance to the Future Directions Coordinator. Where significant decisions or changes of direction are required, the Working Group will bring these to the NPA Executive for consideration.

Future Directions Coordinator

The Future Directions Coordinator is the operational engine of the renewal program. The Coordinator will be responsible for driving implementation across the eleven priorities, supporting committees and volunteers in delivering their components of the work, and maintaining the program tracking framework. The Coordinator will report regularly to the Future Directions Working Group on progress, risks and emerging issues, and will prepare periodic progress reports for the NPA Executive and State Council.

Reporting to the Executive and State Council

The NPA Executive will receive regular progress reports as a standing agenda item. State Council will receive updates at each of its meetings, ensuring that the broader membership leadership has visibility over the renewal program and opportunities to contribute to its direction.

The Tracking Framework

A visual tracking framework — including a Gantt chart showing milestones and timelines across all eleven priorities, and a simple progress dashboard — will be developed by the Coordinator and maintained throughout the program. This will be available to the Working Group, the Executive and State Council, and updated regularly to reflect actual progress against plan.

7.6 Measures of Success

- The priority-level success measures detailed in Section 7.4 are the building blocks through which the following program-level outcomes will be achieved. Progress against these measures will be reported to State Council annually and will inform the 2027 strategic planning process.
- Membership is stabilised and then growing, in line with a stronger public profile, clearer value proposition, wider appeal and diversified engagement options
- Membership is growing in niches that are presently not being tapped
- Member satisfaction is enhanced through better understanding of and responsiveness to member interests and needs
- New, sustainable revenue streams are established from contemporary fundraising, philanthropic partnerships and grants
- Donor retention is improved through systematic stewardship and appealing opportunities to contribute to NPA's full range of work — not only conservation campaigns but also connecting communities to nature and expanding the extent and role of Protected Areas
- NPA's public profile is stronger, with the organisation recognised as a leading voice for nature protection and appreciation in NSW and as the go-to organisation for expertise on Protected Areas
- Measurable progress is made on NPA's core conservation objectives: growing the Protected Area network, extending protection into the marine estate, and strengthening community connection to nature across the state
- Stakeholder relationships are deeper, expanding NPA's influence

- Operations are more efficient, with resources directed toward high-impact activities
- Branch capacity is strengthened through grants support and clearer connection to organisational strategy
- Organisational culture has shifted toward adaptation, innovation and external focus
- A strong foundation is in place for 2027 strategic planning, with tested approaches and a clear identity.

B9 Executive

Formed 19 Aug 1974

Charter approved: Executive 4 Jun 2026

1 Name and composition

The **Executive**:

- comprises the Executive members, as elected or appointed under the NPA Governing Rules
- has at least 5 but no more than 15 Executive members
- operates under the supervision of the State Council.

2 Scope

The scope of work extends at a high level across all matters relating to the Association's business and financial affairs, with an emphasis on:

- strategic direction and priorities
- financial and organisational capacity
- membership and member engagement
- communications and public impact.

Cross-cutting interaction between these key areas is promoted by working collaboratively with staff and relevant internal groups across the organisation.

The Executive members must not become directly involved in matters outside their scope of affairs. Under the Association's polycentric structure, the State Council, branch committees and specialist groups have a high level of devolved authority to conduct their own affairs.

3 Principal role

The principal role of the Executive members is to manage and take overall responsibility for business, financial affairs and regulatory compliance.

Allocated functions are specified by the NPA By-Laws, Part 11. Broadly, these include:

- financial management (except setting membership fees and financial provision for branches committees)
- employment of staff
- executing contracts and documents
- custody and control of property
- external relations and communications
- annual reporting
- health and safety
- appointment and supervision of the CEO.

In formal terms, Executive members are 'responsible entities' under the *Australian Charities and Not-for-profits Commission Act 2012*, and 'committee members' under the *Associations Incorporations Act 2009*.

As such, they are legally responsible for ensuring that all affairs are managed in an effective, ethical and socially acceptable manner, having regard to applicable laws and governance policies.

Note: ACNC Governance Standard 5 imposes a legal duty to:

- exercise reasonable care and diligence
- act in good faith in the organisation's best interests
- not misuse a position held, or information thereby obtained
- disclose any perceived or actual conflicts of interest
- ensure responsible financial management
- not allow insolvent trading.

Further duties are held under other laws, such as the *Work Health and Safety Act 2011*.

4 Election and appointment of positions

The following positions are elected annually by the State Council (see NPA By-Laws, Part 6):

- President
- Vice President (2 positions)
- Secretary
- Treasurer
- general Executive members (4 positions).

For role descriptions, see NPA By-Laws, Part 4.

The Secretary is Public Officer and authorised signatory.

The Executive members may:

- appoint up to 3 additional general Executive members
- appoint an Assistant Secretary from themselves
- appoint additional authorised signatories
- in the event of a vacancy or extended absence, appoint a current Executive member to act in the position of President, Vice President, Secretary or Treasurer.

For appointment procedures, see NPA By-Laws, Part 7.

New Executive members are to be inducted as soon as they commence their position.

5 Guiding principles

Interaction between Executive members is guided by the following principles.

Trust and safety

Everyone may speak freely, openly and constructively without fear of judgement.

Shared leadership

Facilitation rotates across the team; everyone contributes equally to bring their capabilities to the table.

Diverse perspectives

A variety of viewpoints, skills, experience and thinking is highly valued and respected.

Informed decisions

Factual evidence, holistic thinking and informed debate ensure well-grounded decisions that address wider causes.

Practical outcomes

Discussion focuses on the substance of the matter; process is followed according to its purpose.

6 Executive meetings

Participation: is open only to Executive members, staff attendees and other invitees.

Staff attendees: CEO, Finance Officer.

Other invitees: as relevant to the agenda.

Frequency: generally 8 meetings per year spaced about 6 weeks apart; minimum frequency is 6 meetings per year.

Length: generally about 2 hours.

Format: generally online; up to 2 face-to-face meetings may be held per year to enable substantial discussion on matters of long-term importance.

Location: at least 1 face-to-face meeting per year should be located outside the Greater Sydney Region.

Chair: meetings are to be chaired on a rotating basis; the chair is to be selected at the preceding meeting.

Quorum: 5 Executive members who are entitled to vote.

7 Meeting practice

Meeting practice is specified in detail by the NPA By-Laws (rule 4.7). Important aspects are as follows.

Notice of meetings

Regular meeting dates are set out in an annual calendar up to one year in advance. Additional meetings may be called at short notice in urgent circumstances.

Agenda items and reports

All members may submit agenda items or proposed resolutions. These should be supported by a brief written report setting out background information and any recommended action. Verbal reports are acceptable for updates and matters arising since papers were circulated.

Preparation of agenda

The key requirement is efficient and fruitful allocation of meeting time, with a balance between monitoring, discussion and decision-making. This will be assisted by prior submission of written reports.

The agenda is prepared by the Secretary in consultation with the President and chair. The agenda and papers will normally be circulated one week in advance.

Role of chair

The chair facilitates inclusive outcomes by giving all members a fair and reasonable opportunity to participate, make comments or ask questions.

Role of Executive members

Executive members are expected to prepare for and attend meetings, make constructive input and suggestions, provide insights from their personal expertise or program area, contribute to collaborative problem solving, and carry out any agreed actions.

Conflicts of interests

Potential, perceived or actual conflicts of interest must be disclosed and managed in accordance *Governance Policy 1: Conflicts of Interest*.

Consensus

Decisions are to be made by consensus wherever possible. If consensus is not achieved, consideration should be given to undertaking further consultation.

Voting

Votes may only be cast by Executive members who are present in person. In the event of a tied vote, the chair is expected to refrain from exercising their constitutionally-held casting vote. A dissenting member may request that their vote and reasons be recorded in the minutes.

Minutes

Minutes capture the essence of a meeting, and provide a clear statement of who was present, what was decided, agreed actions, and who will carry them out. Some indication of the thinking, insights or rationale that supported a decision should be included, especially for important or contentious items. Minutes should preferably be circulated within one week.

Disputes and disagreements

Executive members are expected to maintain respectful and courteous relations despite any differences in opinion. Personal disagreements should be resolved directly and amicably with the person(s) concerned.

8 Meeting structure

The meeting structure is intended to provide a logical progression across the full spectrum of governance tasks. There are four principal elements:

1. monitoring organisational health and performance
2. monitoring project implementation
3. directing and authorising impending action
4. developing and planning future action.

Elements 1 and 2 relate to the present term, Element 3 to the near term, and Element 4 to the longer term.

An indicative meeting structure is outlined below.

Preliminary [5 mins]

The meeting opens with introductory procedural items:

- Confirmation of agenda
- Disclosure of interests
- Previous minutes and matters arising.

Organisational performance [10-15 mins]

This segment reviews current organisational health and performance across a range of parameters:

- Financial performance
- Administration and staffing
- Health and safety / membership / other indicators

Project implementation [15-25 mins]

This segment reviews the status of projects listed on the Executive work plan. Projects are grouped according to their primary focus area under the Strategic Plan:

- Protecting nature
- Appreciating nature
- Organisational capacity.

Direction and authorisation [15-25 mins]

This segment deals with impending matters that require direction, guidance, confirmation or approval. Items will vary from meeting to meeting. Examples include the annual budget, audited accounts, annual report, policies, projects, appointments, major events and State Council meeting arrangements.

Forward planning [50-60 mins]

This segment focuses on developing future responses to emerging issues or problems. Discussion proceeds sequentially to define and understand the problem, consider possible options, select a preferred approach, identify required inputs, and plan how the proposed action might be implemented. Background materials will highlight likely constraints and opportunities.

Major briefings or training may occasionally be allocated to this segment.

Conclusion [5 mins]

The meeting closes with any remaining business; arrangements for future meetings, and appointment of the chair for the following meeting.

A separate meeting segment may be conducted in the absence of staff in some circumstances.

9 Circular resolutions

Resolutions may be made without a meeting, such as for uncontentious matters if it is impractical or unnecessary to hold a meeting. See NPA By-Laws, rule 4.8.

10 Financial management

The Executive members hold a legal duty to:

- protect the Association's financial and other assets
- implement appropriate accounting controls
- ensure prudent investment of accumulated savings
- not allow insolvent trading.

Specific requirements operate under charity law (including *ACNC Act 2012*, *Charitable Fundraising Act 1991* and *Trustee Act 1925*).

While the Treasurer oversees management of financial affairs, overall responsibility is held equally by all Executive members. Each Executive member must therefore maintain a basic level of financial literacy.

Financial transactions must be approved by two authorised account signatories.

Payments may not be made to an Executive member unless in accordance with the NPA By-Laws (rule 4.11) and *Governance Policy 2: Related Party Transactions*.

11 Delegation

Specific functions are delegated to the President and Chief Executive Officer. Instruments of delegation are appended to the NPA Governing Rules. These must be regularly reviewed.

12 Related groups

The following groups are supervised by and report to the Executive members:

- Future Directions Group
- Finance and Fundraising Group
- Membership Group
- 'NPA Expert Group' (title to be determined).

Charters for each group are appended to the NPA Governing Rules.

Expressions of interest for positions (excluding the Expert Group) are to be invited annually in September, with appointments made at the post-election Executive meeting held in November.

13 Reporting

State Council members must be kept broadly informed about current affairs (see NPA By-Laws, rule 4.9). This includes regular reports, meeting minutes, disclosure of significant or material events, and information specifically requested by a State Council member.

The Executive members also review and approve the Annual Report, Annual Financial Report and other significant publications for presentation to members.

14 Interaction with other groups and bodies

- Management groups (Future Directions, Finance and Fundraising, Membership)
- Branch committees and specialist groups as required.

15 Executive work plan

The current Executive work plan is appended. An updated work plan is to be inserted annually at the commencement of each financial year.

16 Review of charter

This charter is to be reviewed at least every 5 years.

APPENDIX:

Executive work plan

A Renewal Roadmap priorities: FY 2027

The 11 priorities from the *Future Directions Renewal Roadmap* are presented below, together with the role played by the Executive in their delivery. Full details of actions, success measures and sequencing rationale are set out in the Roadmap.

All priorities support the key strategic priority of the *NPA Strategic Plan 2023-27* to build a respected, resilient and vibrant organisation. Some of the priorities also provide incidental support for NPA's other strategic priorities for nature protection and appreciation.

The Executive role is classified either as:

- **Lead**—provide primary delivery responsibility
- **Oversee**—provide general oversight, but delivery is managed by staff or management committee
- **Support**—note progress and provide guidance, but delivery is primarily managed by others.

Priority 1:

Understand members

Exec role: Lead

Lead: Richard, Liz, Ian

Timing: Q2–Q4 2026

Priority 2:

Clarify identity and purpose

Exec role: Lead

Lead: FD Chair, Coordinator + Executive

Timing: Q2–Q3 2026

Priority 3:

Change management and cultural shift

Exec role: Lead

Lead: FD Chair, Coordinator + Project Leader

Timing: Q2 2026 – ongoing

Priority 4:

Website redevelopment

Exec role: Oversee

Lead: Richard + CEO + staff

Timing: Q2 2026 – ongoing

Priority 5:

Address membership decline & diversify engagement

Exec role: Oversee

Lead: FD Coordinator, Secretary, membership staff

Timing: Q2 2026 – ongoing

Priority 6:

Contemporary fundraising

Exec role: Oversee

Lead: Treasurer, CEO + staff

Timing: Q3–Q4 2026

Priority 7:

Governance review

Exec role: Lead

Lead: Secretary; Executive project

Timing: Scoping Q3 2026; review 2027

Priority 8:

Strengthen public profile and visibility

Exec role: Oversee

Lead: Exec + CEO

Timing: Q2 2026 – ongoing

Priority 9:

Organisational alignment and capacity

Exec role: Support

Lead: CEO + staff

Timing: Q2 2026 – ongoing

Priority 10:

Publications review and streamlining

Exec role: Support

Lead: CEO + staff

Timing: Q2 2026 – Q3 2027

Priority 11:

Developing relationships and influence

Exec role: Support

Lead: CEO

Timing: Q2 2026 – ongoing

B Further priority projects: FY 2027

The following priority projects sit outside the scope of the *Future Directions Renewal Roadmap*. They reflect areas where the Executive has made specific commitments independent of the renewal agenda.

Project 1:

50 Parks Proposal

Strategic focus: Protect, restore and connect

Key actions: Review and renew the 50 Parks proposal. Involve branches and RAC members. Include marine and freshwater components. Prepare GIS-supported paper for the Landscape Conservation Forum. Engage government and strategic partners.

Lead: Jonathon; Landscape Conservation Forum

Timing: 2026 – ongoing

Project 2:

NPA Network: Alliance of like-minded organisations

Strategic focus: All three strategic focus area

Key actions: Investigate and establish an NPA Network or alliance, meeting twice per year. Identify potential member organisations. Develop terms of engagement and governance model. Hold first convening.

Lead: President and CEO

Timing: 2026

Project 3:

Insurance review and affiliated organisations

Strategic focus: Build a vibrant organisation

Key actions: Review current insurance arrangements for adequacy and value. Investigate options for other organisations to join NPA's insurance framework. Report findings and recommendations.

Lead: Treasurer, Finance Officer; F&F Committee

Timing: Q2 2026

Project 4:

Discovery — Bushwalking Plus Program

Strategic focus: Promote, experience and appreciate

Key actions: Design and implement a virtual and on-ground bushwalking program. Explore annual survey of national parks during bushwalks to produce a State of the Parks report. Turn bushwalkers into advocates.

Lead: Brian Everingham; Activities Committee

Timing: 2026 – ongoing

Project 5:

Connecting with nature campaign

Strategic focus: Promote, experience and appreciate

Key actions: Design and launch a campaign inviting members and supporters to share moments where nature made an impact. Use as a membership engagement and public awareness tool. Develop content for digital and print channels.

Lead: Conny

Timing: 2026