

2023 - 2027

Reviewed February 2026

STRATEGIC PLAN



Wolston Farmhouse - Wacol



NATIONAL TRUST
Queensland

OUR STORY

The National Trust of Australia, Queensland (NTAQ) is a not-for-profit charity dedicated to conserving the state's natural and cultural heritage, including wildlife, habitats, and significant places. Guided by strong governance, our Board and leadership team work to deliver our mission 'To conserve and advance our natural and cultural heritage for future generations'.

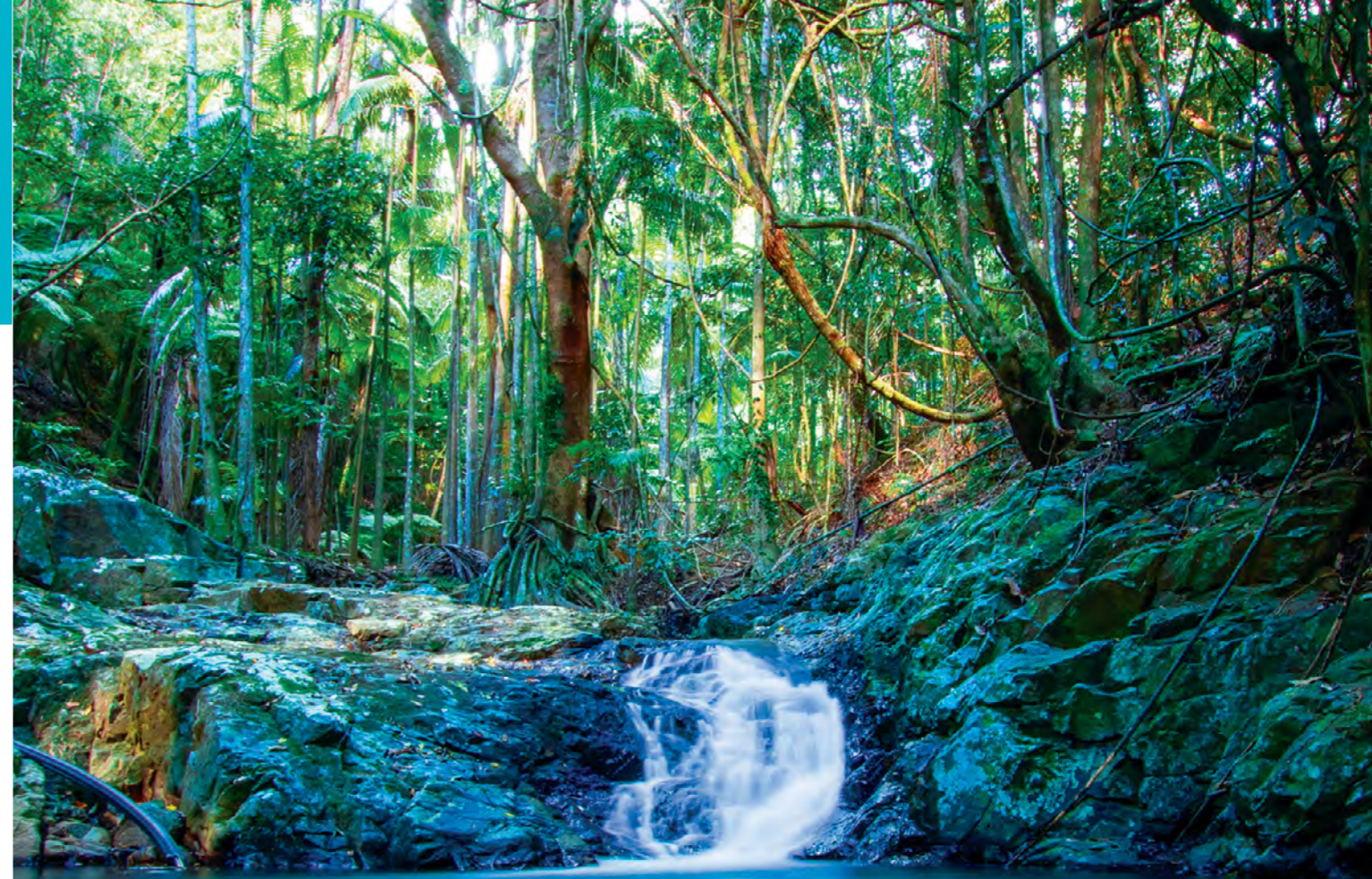
NTAQ is governed by an independent skills-based Board of nine directors supported by a Nominations and Governance Committee, and an Audit and Risk Committee. We acknowledge the genuine commitment of our staff, volunteers, and members who support our charitable purpose.

With over 1,000 employees, volunteers, and trainees, NTAQ collaborates with community groups and charities across Queensland to help achieve our goals. Established in 1963 and independent of State and Federal Governments since 2014, we now have nearly 20,000 members and manage 14 heritage properties statewide from the Currumbin Wildlife Sanctuary and Hospital in the south-east to Cooktown Museum in the far north. Our head office is located at Currumbin Wildlife Sanctuary on the Gold Coast as well as an office located in the heart of Brisbane.

Our flagship site, the iconic Currumbin Wildlife Sanctuary, is a heritage-listed, award-winning tourism destination known for its significant conservation programs, established in 1947 by Dr Alex Griffiths as the Currumbin Bird Sanctuary. The Sanctuary is a multiple gold award winner at the Queensland Tourism Awards and was inducted into the Hall of Fame in 2023.

NTAQ also undertakes key conservation work through the Currumbin Wildlife Hospital - one of the busiest wildlife hospitals globally - and Garima Conservation Reserve in the Currumbin Valley. In addition, construction is underway on the Currumbin Wildlife Institute, a new world-leading science research and training facility that will expand and enhance the work of the Wildlife Hospital. Designed to be visible to guests of Currumbin Wildlife Sanctuary, the Institute will provide a unique opportunity to showcase conservation science in action and is scheduled to open in Spring 2027.

Committed to conservation, NTAQ supports critical breed-to-release programs and operates Garima Conservation Reserve which serves as the base for the National Trust's Environmental Services division. This division undertakes essential bushland management and habitat restoration work across Queensland. Garima is also home to the Eastern Bristlebird breeding program, playing a vital role in safeguarding the species from the risk of extinction. At Currumbin Wildlife Sanctuary, similar conservation efforts continue through The Frog Lab, where work is underway to breed the Kroombit Tinkerfrog out of extinction, alongside a range of other significant conservation projects.



NTAQ is committed to leading heritage conservation, recognising the importance of learning from the past and celebrating First Nations culture. Through sites such as Cooktown Museum in Far North Queensland, we share stories of national significance, including early acts of reconciliation, while continuing to work respectfully with local communities. The museum tells the story of when Lieutenant James Cook engaged with a Guugu Yimithiir elder who broke his traditional spear in an act of peace, and presented it to Lieutenant Cook. This story is one that every Australian should know as it is the first recorded act of reconciliation.

We are focused on the future - advancing education, conservation, research, and sustainability.

By connecting people with Queensland's diverse heritage and environments, we inspire greater understanding and support for our mission. Our visitor sites enable us to be storytellers of our history.

Guided by our Strategic Plan, we create meaningful and vibrant experiences across our sites - from Currumbin to the rainforest of Currumbin Valley to outback Queensland and the far north tropics - protecting wildlife, preserving heritage, and sharing these stories with the world.

NTAQ's purpose is to protect and advance Queensland's natural and cultural heritage, ensuring it is conserved and valued for generations to come.

National Trust of Australia, Queensland (NTAQ) respects and honours the Traditional Custodians of Country throughout Queensland. NTAQ acknowledges the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples across the many traditional lands and language groups of Queensland. We thank them for caring for Country, the lands, waters, and wildlife since time immemorial.

OUR CHARITABLE PURPOSE, MISSION AND VISION

OUR CHARITABLE PURPOSE

To promote and advance the conservation, protection and understanding of Australia's natural and cultural heritage, including the heritage of First Nations peoples, for public benefit and education.

OUR MISSION

To conserve and advance our natural and cultural heritage for future generations.

OUR VISION

To be leaders in Conservation and Heritage..



Eastern Bristlebird Conservation Project



Kroombit Tinkerfrog Conservation Project

OUR CORPORATE VALUES

01

Authentic

We show genuine passion for our people, guests, places and our causes. We are welcoming and approachable. We are storytellers.

02

Responsible

We manage our organisation responsibly for a sustainable future.

03

Respectful

We respectfully acknowledge the Traditional Custodians of the places that we care for. We show respect to our teams, our guests, our organisational partners, and the communities we work with. We celebrate fun, diversity and help each other succeed.

04

Trusted

We are trustworthy and value honesty. We make ethical decisions and partner with like-minded organisations to advance our causes.

05

Innovative

We empower our team to be creative and openly encourage ideas without fear of failure. We value efficiency across our organisation.

OUR STRATEGIC PRIORITIES



- 01 Financial Sustainability
- 02 Vibrant and Engaging Guest Experiences
- 03 Creating a Great Workplace
- 04 Digital Transformation
- 05 Advance Conservation and Research Programs

Currumbin Wildlife Sanctuary celebrating 79 years - Founder Dr Alex Griffiths

The National Trust of Australia (Queensland) Board of Directors meet annually with the Senior Leadership team to review the organisational strategies under each Strategic Priority. This guides the direction and the activities for the year ahead. The National Trust Board is committed to having relevant and effective strategic goals to ensure its mission to conserve and advance natural and cultural heritage for future generations is fulfilled.



Astra Lumina - night attraction at Currumbin Wildlife Sanctuary

01 Financial Sustainability

1. Optimise tourism operations using effective results-driven marketing and sales activity
2. Increase delivery of unique events at Currumbin Wildlife Sanctuary – focusing on lead acquisition, conversion and profitability
3. Utilise a demand driven pricing strategy with tactical promotions across all commercial divisions
4. Ensure active preventative maintenance programs across the organisation
5. Increase the membership base and level of engagement and retention
6. Expand Environmental Services division for positive environmental impacts
7. Expand Ecotourism educational itineraries across Gold Coast properties
8. Expand philanthropic and fundraising activities to support mission-based activities
9. Pursue partnerships opportunities in Brisbane to increase corporate profile and activities

02 Vibrant and Engaging Guest Experiences

1. Grow visitation to Currumbin Wildlife Sanctuary and Astra Lumina night experience by increasing awareness of both attractions
2. Refresh entertainment and play zones to appeal to the family market with a conservation or heritage focus
3. Continue enhancing wildlife habitats at Currumbin Wildlife Sanctuary, ensuring alignment with animal welfare frameworks and the delivery of prominent conservation messaging
4. Continue to evolve Koala Habitat precinct to be educational and immersive
5. Review Masterplan for Currumbin Wildlife Sanctuary
6. Implement targeted accessibility initiatives to improve and enhance the visitor experience across our sites
7. Create and implement engaging interpretation plans for Tourism and Museum properties
8. Increase school excursion market across key visitor sites
9. Deliver the Heritage Awards and Trust Talks series as key initiatives to increase awareness of the National Trust's mission-based work

03 Creating a Great Workplace

1. Create an engaging, inclusive and rewarding experience for employees and volunteers, with wellbeing at its core
2. Continue strengthening internal capacity building and leadership, while enabling positive turnover and career pathways.
3. Provide engaging and productive volunteer programs where volunteers add value and feel valued
4. Develop a new Innovate Reconciliation Action Plan to increase cultural understanding for our team and our guests
5. Deliver accredited participant training programs through partnerships with Registered Training Organisations (RTOs) to support our objectives and enhance community value of NTAQ sites

04 Digital Transformation

1. Continue implementing the digital roadmap
2. Introduce an integrated HR and Payroll software solution to enhance productivity and team support
3. Optimise use of companywide CRM to enable effective communications with stakeholders
4. Utilise the Safety Management System and Asset Management Framework to guide planned maintenance activities
5. Continue file management and digitisation of records statewide
6. Build knowledge, training and responsible use of AI throughout corporate services
7. Implement integrated Point of Sale, Ticketing and Payroll systems within NetSuite to support streamlined operations and reporting

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05 Advance Conservation and Research Programs

1. Launch capital fundraising campaign to support Currumbin Wildlife Institute
2. Continue focus on future of koala species through research, education and monitoring programs
3. Increase funding opportunities to support the growth of conservation programs
4. Successful conservation project outcomes including:
 - Conservation and research of southeast Queensland Koala
 - Echidna research of reproductive biology
 - Bilby conservation program – threatened species
 - Brush-tailed Rock-wallaby conservation program – threatened species
 - Tasmanian Devil conservation through Save the Tasmanian Devil Program
 - Kroombit Tinkerfrog - prevent the extinction of this species in the wild through breed-to-release program
 - Eastern Bristlebird - prevent the extinction of this species in the wild through breed-to-release program
 - Protecting Coxen's Fig-parrot in the wild and breeding program
 - Orange-bellied Parrot conservation program – threatened species
 - Regent Honeyeater conservation program - threatened species
5. Expand and demonstrate the detector dog program to showcase conservation work
6. Leverage government, corporate, community and training partnerships to achieve environmental and heritage outcomes
7. Deliver and implement a sustainability roadmap for Currumbin Wildlife Sanctuary
8. Continue the Heritage Appeals Program to support the conservation of Queensland's built and natural heritage
9. Drive the continual improvement of heritage properties and proactively identify opportunities for sustainable future use
10. Leverage National Trust brand to advocate for better heritage outcomes
11. Continue focus on cataloguing and care of heritage collections

Koala being treated at Currumbin Wildlife Hospital



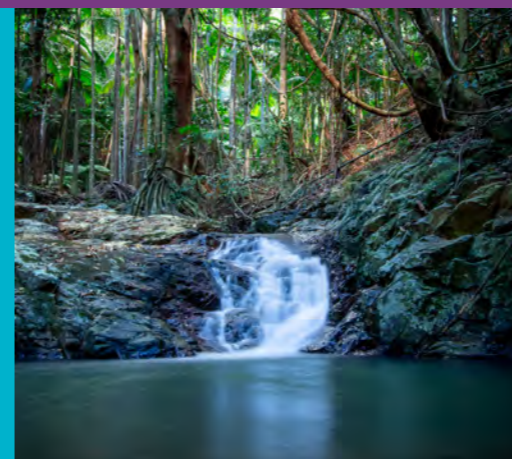
Kroombit Tinkerfrog Conservation HQ



Inside the quarantined Frog Lab



Garima Conservation Reserve



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YUGAMBEH ABORIGINAL DANCE GROUP

Performing daily at Currumbin Wildlife Sanctuary





NATIONAL TRUST QUEENSLAND PROPERTIES, EMPLOYEES AND VOLUNTEERS

*Our mission is to conserve and advance our natural
and cultural heritage for future generations*



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