



# Strategic Plan 2020 – 2025









## At QTFN, **biodiversity** is our **business.**

We restore, enhance and protect biodiversity, habitat for threatened species and ecosystems across Queensland through sustainable land management, smart investment strategies, powerful partnerships, and proven results.

We acknowledge the Traditional Owners of the lands and seas on which we live and work. Queensland is home to the world's oldest living culture – our first custodians and land managers. We pay our respects to Elders past, present and future.



Our strategic plan sets the direction for QTFN over the next five years and outlines key areas of opportunity and focus, and sources of differentiation.

## Our business our future

At QTFN, we power environmental progress by doing things differently and lead new approaches to build the value of natural capital.

<b>Our vision</b>	To empower more people and businesses to value and invest in biodiversity resulting in improved outcomes for Queensland's natural environment.
<b>Our purpose</b>	We combine natural and financial capital to enhance Queensland's biodiversity and create genuine wins for the environment and investors.
<b>Five year goal</b>	To implement a business model that proves environmental preservation and conservation is profitable, sustainable and vital to our shared future.
<b>Our one-phrase business strategy</b>	Redefine how natural capital is preserved, managed and valued through evidence-based projects, innovative investment programs, powerful partnerships and measurable results.

### Our enablers

#### Partnerships:

Established relationships, networks and engagement with land and sea custodians, communities, volunteers, government, and industry.

#### Corporate governance:

Efficient operations, structured program and investment guidelines, and a robust internal structure, systems and capacity that attracts investment and provides investors and partners with confidence and certainty.

#### People:

Expertise and experience, exceptional leadership, dedicated on-the-ground teams.

#### Experience:

Integrating science and evidence into our programs, and natural systems into land management practices.

#### Clear and regular communication:

Educating, informing and demonstrating the value of natural capital and the collective benefit of investing (time and money).

#### Rigorous monitoring and reporting:

Measuring the impact of our work to best practice standards and setting industry benchmarks.



# Biodiversity is our business

At QTFN, we protect and enhance Queensland's biodiversity in game-changing ways.


We do more than champion the preservation of land, ecosystems and species. Rather, we unlock their potential to make biodiversity an enticing opportunity for people and organisations – with returns that far exceed the 'feel-good factor'.

For us, conservation and productivity are not mutually exclusive. As we work to restore and safeguard spaces, we adapt them to serve other valuable purposes: as immersive outdoor STEM classrooms, thriving research sites, eco-tourism destinations, powerful community projects, strategic carbon and biodiversity offsetting opportunities or productive agricultural land.

We acquire, protect and sell land, manage properties, spearhead research programs, and collaborate on projects that prove biodiversity makes good business sense.

Every day, we work with organisations, government, investors and individuals to deliver environmental, economic, social and cultural outcomes. Beyond simply doing good, we make good on our shared objectives – with rigorous measurement so our stakeholders can see and celebrate the rewards.

With QTFN, biodiversity delivers more than meets the eye: from healthier soil and sustainable rural livelihoods to corporate KPIs, breakthrough research outcomes, and bottom-line investor returns.

A photograph of two women in outdoor attire. The woman on the left wears a wide-brimmed hat and a light blue shirt, smiling down at a bearded dragon. The woman on the right wears a dark cap and a light green shirt, looking intently at the lizard. The lizard is being held by the woman on the right. A green semi-transparent box with white text is overlaid on the image.

We promote and prove the real value of biodiversity for people, planet, productivity and profit. We believe that's the best way to secure a healthy, hopeful and prosperous tomorrow for everyone.

*Photo credit: Caleb McElrea*

# Our priorities

## QTFN is focused on five strategic priorities:



### Biodiversity building

Enhancing biodiversity across Queensland through science-led projects, regional strategies, field education and research, and partnerships with diverse stakeholders.



### Efficiencies & effectiveness

Positioning QTFN as a trusted and proven manager of green assets and natural capital with established structures, systems and processes to minimise risk and ensure compliance.



### Responsible & results-driven investment

Implementing an investment framework and opportunities supported by transparent and accountable business processes.



### Far-reaching engagement

Empowering more people and organisations to value and invest in biodiversity by maximising engagement, conducting research and education on long-term landholdings; building capacity and sharing knowledge with First Nations people and landholders; and providing opportunities for investors.



### Meaningful and measurable impact

Delivering and measuring long-term positive change for ecosystems, communities, investors, supporters and stakeholders by establishing clear metrics and using global best practice financial and environmental reporting principles.

## To achieve success, we:



### Partner to preserve

Designing and leading strategic land and sea projects and partnerships.



### Invest for impact

Through our own long-term landholdings, the property assets that we regenerate for sale, and by managing and investing in commercial activities that deliver on our four key outcome areas.

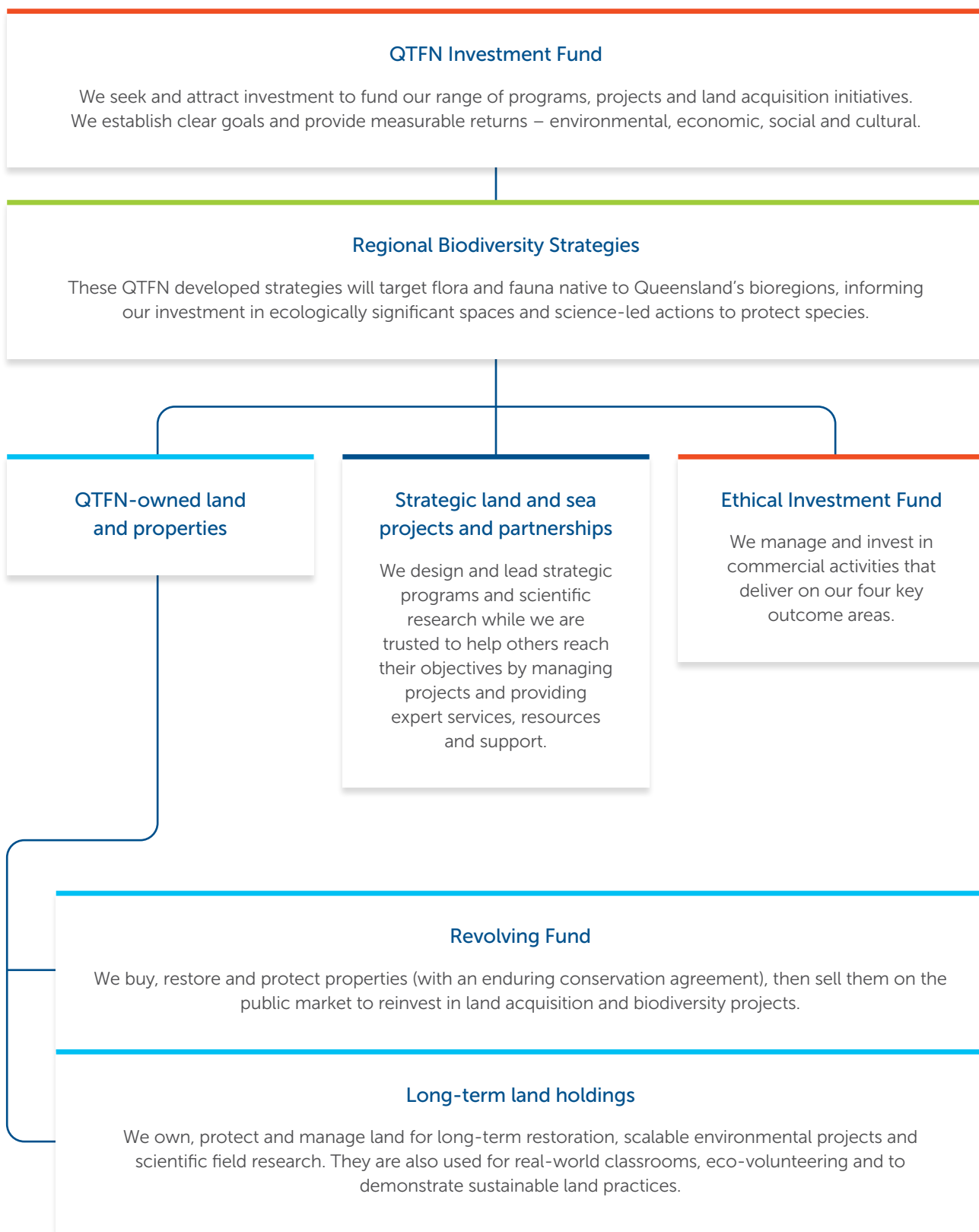


**Across these two areas, our work focusses on:**

<b>Healthy habitats and ecosystems</b>  Actively restore and protect ecologically significant habitats and ecosystems.	<b>Permanent + secure land protection</b>  Promote the benefits of the Nature Refuge Program amongst landowners and support the registration process.
<b>Surviving + thriving threatened species</b>  Lead and facilitate beneficial research to drive understanding, survival and protection of threatened species, and support recovery groups.	<b>Enlightening + inspiring education partnerships</b>  Provide access to real world classrooms and field sites to power vital science and education programs including university research collaborations, school conservation camps and immersive STEM experiences.
<b>Proven + effective offset program</b>  Plan, manage and monitor professional carbon and biodiversity offset programs for maximum environmental and conservation impact.	<b>Sustainable agriculture + rural livelihoods</b>  Assist primary producers to diversify income from a range of environmental markets, and increase their knowledge, and skills in holistic land management and regenerative agriculture.
<b>Positive + productive Indigenous land management partnerships</b>  Jointly build capacity and cooperatively revegetate lands and restore habitat for threatened species, ensuring access while sharing insights, respect and ecological knowledge.	<b>Engaged + valued communities and volunteers</b>  Mobilise the support of local communities and volunteers through genuine understanding and long-term commitment, inspiring projects and events, and consistent support and appreciation.

Specific operational plans will be developed for each of these focus areas to guide the allocation of resources and provide tactics to deliver upon our five overarching priorities.

# Our business activities





# Our impact

Increasingly, organisations are expected to perform well financially, environmentally, socially, and culturally.

The implementation of new systems and processes now make it possible to measure our quadruple bottom line performance and demonstrate sustainable outcomes across these four areas:

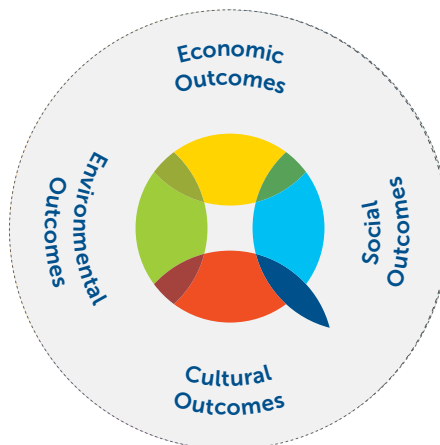
## Economic impact

Including number of jobs created, investment in communities, local industry participation, funds sourced, total funds invested, new sector development and growth, and most importantly, returns.

This is what will differentiate us and enables us to remain financially independent.

## Environmental impact

Including hectares preserved, threatened species saved, ecosystems protected, weeds eradicated as well as the increase of flora and fauna and improved land productivity and water quality. QTFN are strong in these metrics and new project-based reporting will capture more data to strengthen analysis.



## Social impact

Including inclusive employment, workplace participation, capability-building, new career opportunities, innovation, creation of more liveable and sustainable communities, research and knowledge transfer, and sustainable agriculture.

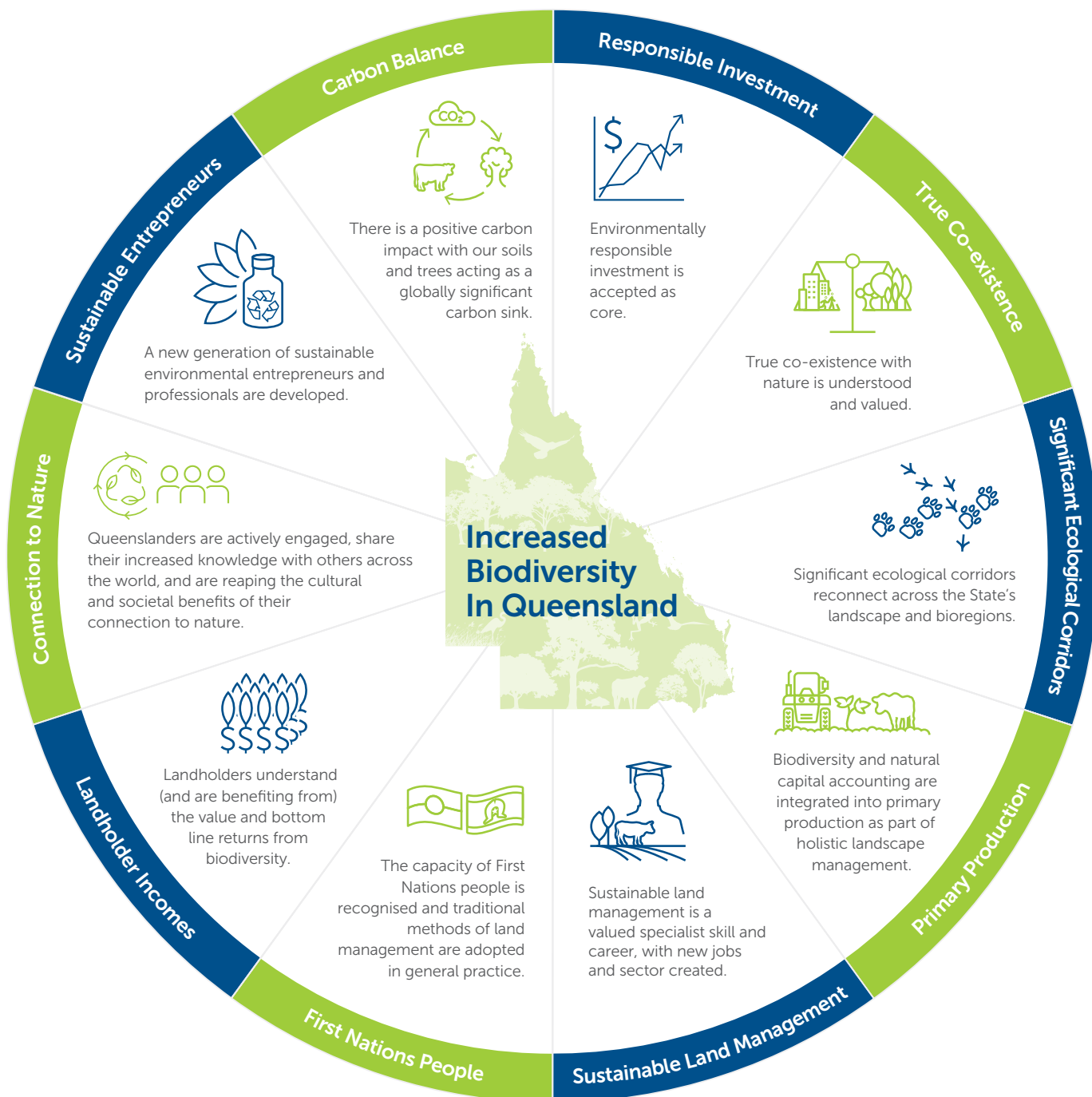
## Cultural impact

Including changes in ideology, interest and support, and lifestyle. It's how we can change people's perceptions through our communications, education and engagement and influence government to make better policy decisions and laws.

# Our Future 'State'

If more people and businesses value and invest in biodiversity in the future, QTFN's success will be clearly seen across our State in upcoming decades.

It is aimed that our future 'State' will exhibit the following characteristics through increased biodiversity across Queensland:





The resulting outcomes will span the areas of Environmental, Economic, Social and Cultural while also reflecting key United Nations Sustainable Development Goals – the blueprint to achieving a better and more sustainable future for all.



# Powerful partnerships



**Every day, we build positive relationships and bring together complementary skills and shared resources, and exchange findings and learning to make a lasting collective impact that we all benefit from.**

For maximum value, we not only implement ourselves, but we also work with and on behalf of others, and share our knowledge and real world insights.

## Landholders and primary producers

Every day, we work to ensure productive landscapes, rural livelihoods and natural systems thrive into the future. We share knowledge on leveraging environmental markets to diversify income and bring regenerative agriculture to life with hands-on education and training.

We are also known for working hand-in-hand with primary producers and landowners to integrate conservation practices and protect parcels of land and native species on them.

## Traditional landowners

We have a deep respect for the unique relationship Aboriginal people and Torres Strait Islanders have with Country, including their lands, waters, plants, animals, heritage and culture. With their enduring commitment and cultural responsibility for land and wildlife health, we are honoured to partner with Traditional Owners to revegetate lands and restore habitat for threatened species. We also help build capacity and share insights and invaluable ecological knowledge passed through generations.

## Education partners

At QTFN, we know that research and education underpin the future of Queensland's biodiversity and ecosystems. We are proud of our unique and diverse field and education sites, robust research collaborations and exciting educational partnerships with universities and schools across the state.

We are thrilled to drive change and lasting benefits through these partnerships: from hosting real-world STEM experiences and camps for budding and citizen scientists, through to crucial research with academia and research organisations.

## Project Partners

We are incredibly appreciative of the powerful, positive and successful partnerships that have always been the cornerstone of our work. Every day, we work hand-in-hand with other non-profit organisations,

volunteers, landholders, traditional owners, business and government. We seek project partners whose values and goals align with ours – to enhance our collective efforts and priorities.

## Government

We partner with all levels of government to deliver strategic projects, conduct vital research, inform policy and maximise outcomes.

We bring the benefit of established relationships across conservation, agriculture, industry, and communities – combined with deep scientific expertise and a proven reputation in service delivery.

## Volunteers

Volunteers are the engine that drives our on-the-ground activities. They are the dedicated, energetic and committed 'people power' who bring our projects and mission to life.

First and foremost, we are passionate about providing a safe, well-organised, welcoming and supportive environment for them to make a real and personal difference to Queensland's biodiversity, wildlife, communities and future.

## Industry Groups

We are proud to be a leader in advancing biodiversity and conservation in Australia. We are deeply committed to the 'bigger picture' for our industry, bringing the benefits of extensive 'on-ground' experience, deep and broad stakeholder relationships, scientific rigour and commercial nous.

## Investors

We help supporters and investors make a difference, leave a legacy and align their values and priorities with smart investment decisions.

We make responsible investment easier, with a range of innovative and bankable projects and programs designed for maximum environmental, economic, social and cultural impacts.



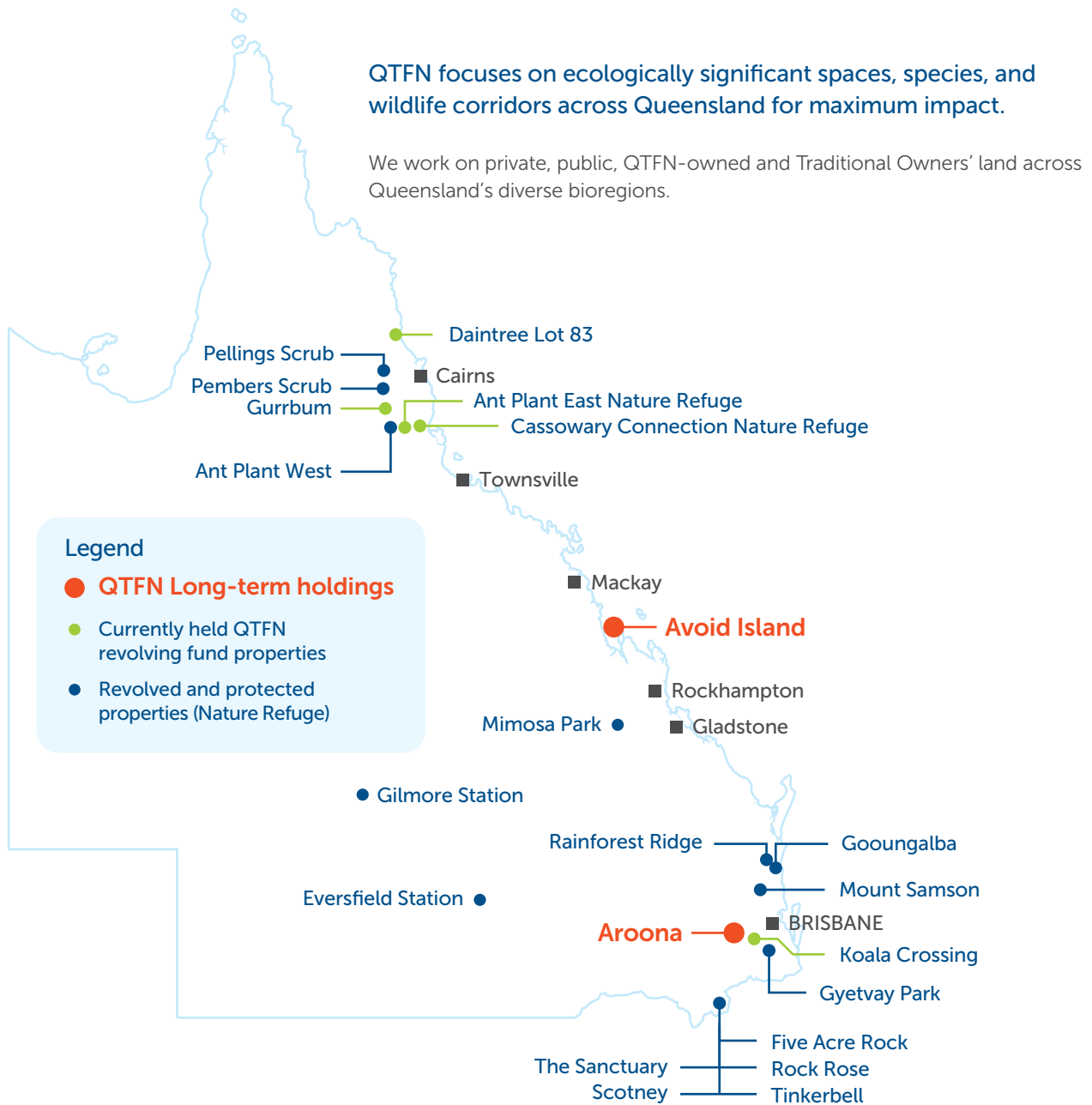


# Our partners

Every day, we work with organisations, government, Traditional Owners, investors and individuals to deliver environmental, economic, cultural and social outcomes. Our enduring relationships are grounded in collaboration and mutual benefits.



# Where we work



## Our Legacy - To Date

- ✓ **Over 110,000 ha** preserved (QTFN Long-Term Holdings + Revolving Fund)
- ✓ **109,703 ha** declared as Nature Refuges with QTFN's support
- ✓ **Over 110,000** habitat trees planted
- ✓ **77** threatened regional ecosystems protected
- ✓ Habitat protected for over **230** threatened species
- ✓ Over **130** community volunteering opportunities
- ✓ More than **50** active community and industry partnerships
- ✓ Delivered vital research to guide future conservation strategies





# On the ground

Our properties, projects and programs stretch from Far North Queensland to the state's southern reaches. Here, we spotlight three success stories.

## Koala Crossing

Scientific research for long-term koala survival + Offsets with Outcomes Program + best-practice land management

- We own and manage this reserve with the largest remaining stretch of open eucalypt forest in the region.
- Through our Offsets with Outcomes program – and working with Greenfleet, local communities and hardworking volunteers – we have planted almost 100,000 koala food and shelter trees with ongoing revegetation and restoration work.
- With the University of Queensland's Koala Ecology Group, we are doing ground-breaking research to improve scientific understanding of koala ecology.
- In all, we have facilitated 15 collaborative research projects to steer the most effective koala conservation and land management.





# On the ground

## Aroona Station

Conservation + smart land management + sustainable beef production + research + innovative education

- We manage this 2000-hectare working cattle station, proving how successful sustainable grazing can go hand-in-hand with large-scale land restoration and conservation.
- The station has topped the market for Charbray Cross Steers and been recognised as a Grazing BMP (Best Management Practice) Accredited Producer.
- It's also a vehicle for field research collaborations, restoration and rejuvenation to conserve and recover habitat and threatened species.
- As a real-world classroom, it hosts Camp Koala each year with the support of CommBank. Led by QTFN ecologists and Young Science Ambassadors, this brings science and biodiversity to life for excited school students every year.





## Avoid Island, Southern Great Barrier Reef:

Marine science research + eco-volunteering + threatened species conservation + targeted land management + innovative education

- We manage this remote and rugged island as a covenanted Nature Refuge, providing a haven for flatback turtles and many other threatened species.
- Our sophisticated land management strategies are carefully designed for the island.
- We provide unique and coveted island volunteering opportunities for weed removal and beach clean-ups.
- The unforgettable “Flatback Bivouac” (or camp) runs annually, giving school students a thrilling hands-on experience alongside professional scientists, observing turtles laying, scientific data collection and recording techniques.





# Sources of differentiation

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## Leadership

We have a deep understanding and expertise across natural landscapes, business and investment. We strive to be a thought leader and demonstrate best practice in sustainable land management and impact investment that works.

We are able to mobilise support and action through our inspirational leadership.

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## Commercial Approach

We plan and manage our portfolio of programs and investments via a strategic, well-considered, proven approach. We act with utmost professionalism within well-established structures, and our decisions are based on high conservation impact and good financial sense.

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## Transparency and Accountability

We set clear goals and we rigorously measure, track and report results and our shared success. We measure ourselves against the highest standards of integrity plus financial and environmental reporting principles.

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## Genuine Collaboration

We work hand in hand with landholders, educators, investors, traditional owners, business and government, with our relationships grounded in cooperation, understanding, empathy and mutual benefits.

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## Real Impact

We create lasting and positive change. We are not vague about our goals and results. We are led by science, data and evidence every step of the way, and our results and returns are consistently achieved and communicated.

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## Maximum Value

We constantly work to deliver more growth, opportunity and longevity, and extending benefits further across environmental, economic, social and cultural outcomes.



# Our team and structure

QTFN has been developing innovative business models and collaborative partnerships for environmental sustainability since 2004.

We achieve success through a team that combines diverse expertise, experience and skill – across business and investment, scientific research, ecology and conservation, agriculture and land management, policy development, education, and on-ground conservation work. Driven to improve outcomes for Queensland's natural environment, our team are leading new approaches to build natural capital value into mainstream economies. At a time when securing more and better conservation is critical, QTFN staff are committed to growing Queensland's protected area network and tackling our biggest environmental challenges. We will continue to attract the best and brightest in their field to ensure QTFN is positioned as a trusted and proven manager of green assets and natural capital.

## Leadership

The QTFN Board comprises leaders from industry sectors including environmental science, agricultural sciences and bioeconomy, carbon offsetting, sustainable property development and property law. The Board sets our strategic vision and works to ensure

QTFN staff and projects are aligned to our values of preserving and managing Queensland's biodiversity for the prosperity and enjoyment of future generations.

## Governance

QTFN is established by a Trust Deed and governed by Trustees appointed by the Queensland Government through the Department of Environment and Science.

Administration of the public fund is supported by a Funds Management Committee to ensure risk is managed and sound investment proposals are pursued.

Transparency and accountability are core values of our organisation and our financial records are subject to independent annual review by the Queensland Audit Office.

QTFN is prominent on the Commonwealth's Register of Environmental Organisations and our work is accredited through the Accounting for Nature global standard. We are also a registered charity with deductible gift recipient status.

# Our measures

Contribution to conservation and community in each of Queensland's bioregions.

Impact areas:	We will show our impact:	Our high level metrics & targets will focus on:
<b>Environmental</b>	Increasing biodiversity in Queensland	<ul style="list-style-type: none"><li>Improved species conservation outcomes</li><li>Catchments restored</li><li>Native vegetation connected and restored</li><li>More balanced regional representation</li></ul>
<b>Social</b>	Increasing opportunities across society to engage with nature	<ul style="list-style-type: none"><li>Community support and volunteer opportunities</li><li>Education</li><li>Citizen Scientists</li></ul>
<b>Cultural</b>	Increasing environmental awareness, equality and collaboration	<ul style="list-style-type: none"><li>First Nations co-management</li><li>Environmental awareness</li><li>Wellbeing and connection to Country</li></ul>
<b>Economic</b>	Increasing investment and returns in Nature	<ul style="list-style-type: none"><li>Investment secured</li><li>Expenditure delivering conservation outcomes</li><li>Capacity and employment</li><li>Demonstrating natural capital value</li></ul>

