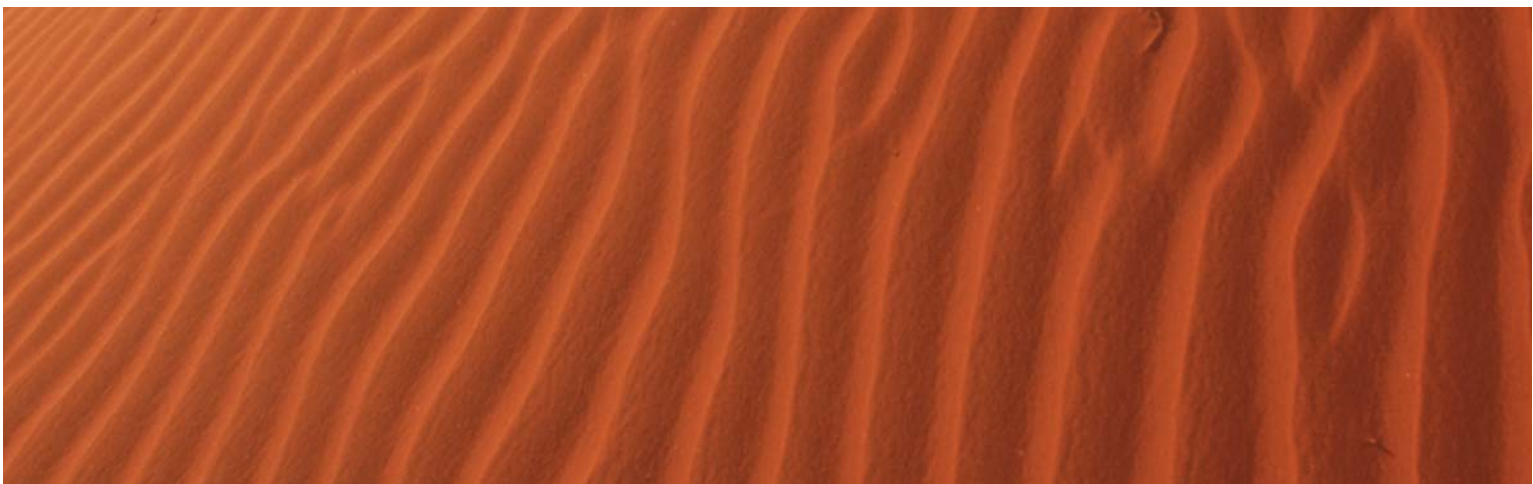




Australian Government
Parks Australia



Director of National Parks Corporate Plan 2015-2019





Statement of Preparation

I, as the accountable authority of the Director of National Parks present the 2015-19 Director of National Parks corporate plan, which covers the reporting periods of 2015-16 to 2018-19, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013. The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Gillian Sally Barnes

Director of National Parks



The Director of National Park's statutory functions

The Director of National Parks is a Corporate Commonwealth Entity, operating under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).

The Director is responsible for the administration of Divisions 4 and 5 of Part 15 of the EPBC Act (Commonwealth reserves and conservation zones) and regulations made for the purposes of those divisions.

The functions of the Director, as set out in subsection 514B(1) of the EPBC Act, are to:

- administer, manage and control Commonwealth reserves and conservation zones
- protect, conserve and manage biodiversity and heritage in Commonwealth reserves and conservation zones
- contribute to the protection, conservation and management of biodiversity and heritage in areas outside Commonwealth reserves and conservation zones
- cooperate with any country in matters relating to the establishment and management of national parks and nature reserves in that country
- provide, and assist in the provision of, training in knowledge and skills relevant to the establishment and management of national parks and nature reserves
- carry out alone, or in cooperation with other institutions and persons, and arrange for any other institution or person to carry out research and investigations relevant to the establishment and management of Commonwealth reserves
- make recommendations to the Minister in relation to the establishment and management of Commonwealth reserves
- administer the Australian National Parks Fund
- undertake any other functions conferred on the Director under the EPBC Act or any other Act
- do anything incidental or conducive to the performance of any of the functions mentioned above

As at 1 July 2015, seven Commonwealth terrestrial reserves (six national parks and one botanic gardens) and 59 Commonwealth Marine Reserves were established under the EPBC Act and were the responsibility of the Director.

The terrestrial reserves and 58 of the 59 marine reserves are managed by staff of Parks Australia, a division of the Department of the Environment.

Under delegation from the Director, staff of the department's Australian Antarctic Division managed the Heard Island and McDonald Islands Marine Reserve.

In addition to statutory functions under the EPBC Act, the Director of National Parks also has a range of obligations under the leases for the three jointly managed parks.



Parks Australia's places

Australia's natural and cultural heritage is unique. Our landscapes, plants and animals play an important role in our national identity. Every year visitors travel from across the country and the world to experience the power and wonder of our natural environments.

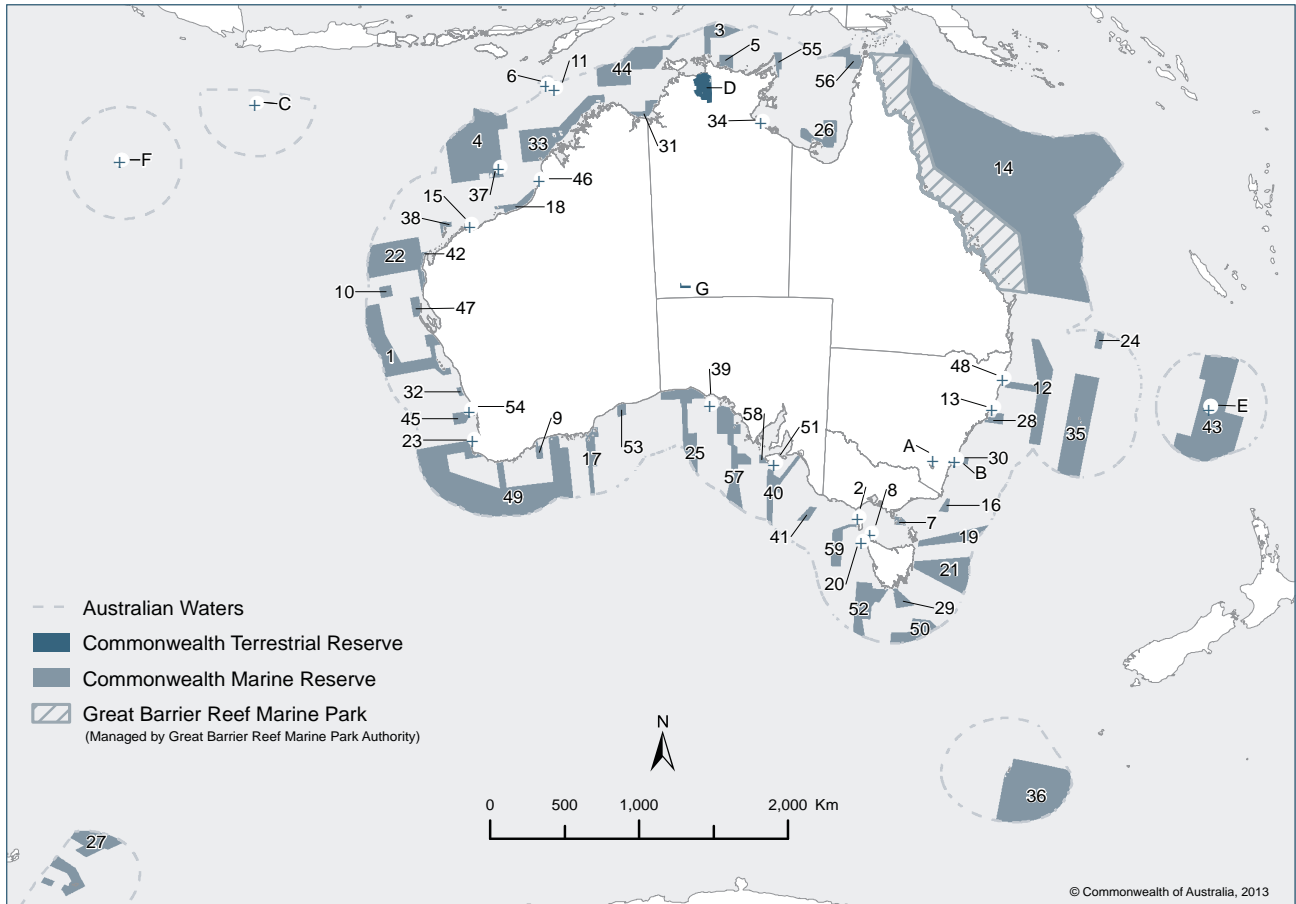
The Director of National Parks is the statutory agency responsible for the Australian Government's terrestrial and marine protected-area estates. The Director is assisted by staff within Parks Australia, a division of the Department of the Environment, in managing terrestrial and marine reserves.

Parks Australia manages some of Australia's most iconic places (Figure 1) including two World Heritage areas, Kakadu National Park and Uluru-Kata Tjuta National. As an organisation, and under our lease obligations to the Aboriginal owners of the land in the jointly managed parks, it is our job to maintain the values of these special places by keeping these environments healthy, supporting their living cultures and helping the community and visitors appreciate the importance of these reserves. We aim to manage these areas effectively and deliver high quality visitor experiences.

Through the Australian National Botanic Gardens the Director manages the country's largest scientific collection of Australian native plants. The Gardens also plays a significant role in the conservation and propagation of rare and threatened plants through the National Seed Bank. The bank is a large collection of Australian native seeds, including important collections from Australian alpine and South-eastern Australian woodland and grassland communities. Supporting the Gardens living collection, the National Seed Bank is providing a safety net for native plants by collecting and storing seeds, and researching plant genetics, seed biology and ecology. The Gardens works in partnership to ensure research is shared with others, through initiatives such as Australia's Virtual Herbarium and the Australian Plant Census. The Gardens is also home to the Australian National Herbarium, part of the Centre for Australian National Biodiversity Research, a jointly managed initiative between CSIRO and the Director of National Parks. The Herbarium is home to over 1.2 million specimens.

As well as our terrestrial parks, Parks Australia manages the network of Commonwealth Marine Reserves. Australia has the third largest area of marine reserves in the world, protected in the 59 reserves that make up a representative system.

These reserves protect examples of the amazing diversity of life that exists in our oceans – from the colourful and rich coral reefs of our tropical seas to the deep ocean canyons and undersea mountains of the temperate marine regions. Collectively, they contribute to a healthy marine environment, one that has a better chance of rebounding from stresses and threats. We aim to deliver effective and adaptive management through partnerships to protect viable examples of the full variety of ecosystems that exist in our oceans.



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Figure 1: Location of Commonwealth parks and reserves

Reserve Name	Label	Reserve Name	Label	Reserve Name	Label	Reserve Name	Label
Terrestrial Reserve		Cartier Island	11	Jervis	30	South-west Corner	49
Australian National Botanic Gardens	A	Central Eastern	12	Joseph Bonaparte Gulf	31	South Tasman Rise	50
Booderee National Park	B	Cod Grounds	13	Jurien	32	Southern Kangaroo Island	51
Christmas Island National Park	C	Coral Sea	14	Kimberley	33	Tasman Fracture	52
Kakadu National Park	D	Dampier	15	Limmen	34	Twilight	53
Norfolk Island National Park	E	East Gippsland	16	Lord Howe	35	Two Rocks	54
Pulu Keeling National Park	F	Eastern Recherche	17	Macquarie Island	36	Wessel	55
Uluṟu–Kata Tjuṯa National Park	G	Eighty Mile Beach	18	Mermaid Reef	37	West Cape York	56
Marine Reserve		Flinders	19	Montebello	38	Western Eyre	57
Abrolhos	1	Franklin	20	Murat	39	Western Kangaroo Island	58
Apollo	2	Freycinet	21	Murray	40	Zeehan	59
Arafura	3	Gascoyne	22	Nelson	41		
Argo-Rowley Terrace	4	Geographe	23	Ningaloo	42		
Arnhem	5	Gifford	24	Norfolk	43		
Ashmore Reef	6	Great Australian Bight	25	Oceanic Shoals	44		
Beagle	7	Gulf of Carpentaria	26	Perth Canyon	45		
Boags	8	Heard Island and McDonald Islands	27	Roebuck	46		
Bremer	9	Hunter	28	Shark Bay	47		
Carnarvon Canyon	10	Huon	29	Solitary Islands	48		



Parks Australia’s goals and objectives

Our four goals represent Parks Australia’s long term objectives (Table 1) and the logic for planning and reporting across the agency: from the corporate level, to individual performance agreements for all of our staff. The three ‘ways of working’ are how we will achieve our goals. The diversity of our places and partners means that outcomes may be delivered in different ways, in different places.

Table 1: Our goals and objectives

Vision	Healthy and resilient parks, gardens and marine reserves that protect nature and culture and are valued and enjoyed by the community now and into the future.			
Goals & objectives	Resilient places and ecosystems: to protect and conserve the natural and cultural values of Commonwealth reserves	Multiple benefits to traditional owners: to support the aspirations of traditional owners in managing their land and sea country	Ecologically sustainable use: to contribute to social, economic and local community well-being while protecting natural and cultural values of Commonwealth reserves	Amazing destinations: to offer world class natural and cultural experiences, enhancing Australia’s visitor economy
Ways of working	Evidence based management: Evidence about performance in managing our places is used to adapt and make decisions about improving our management activities			
	Partnerships and co-investments: Partnerships and co-investments support delivery of innovative programmes which contribute to the achievement of our goals			
	Responsive organisation: Parks Australia is an efficient and effective agency with a proud and motivated workforce, supported by efficient business systems			



Parks Australia's operating environment

Our operating environment is influenced by a range of factors, both within and outside the control of Parks Australia.

External factors

Threats to values

Australia's biodiversity is in decline - in Australia, more than 1,700 species and ecological communities are known to be threatened and at risk of extinction. Threats to biodiversity – for example invasive species, loss of habitat, marine debris, increased shipping and climate change – will impact our activities beyond the life of this plan and this is reflected in our strategies.

Our efforts to support traditional owners to protect the living cultural values of our jointly managed parks are undertaken in collaboration with traditional owners, partners and other government agencies. A range of external factors affecting the intergenerational transfer of cultural knowledge and practices including social issues, employment, education, health and language differences, must be addressed in our approaches.

Accountability and connection to conservation

A broad range of people have an active interest in protected area management. Innovative partnerships across sectors and under different governance and financial models are emerging. We also face an increasingly highly competitive environment for partnerships, with many organisations now pursuing partnerships and alternative funding options to deliver their business. The expectations of local, national and global communities continue to evolve, with an ever higher level of scrutiny. Parks Australia's investment of public funds must be accountable; with improved quality of planning, performance information and evaluation that provides meaningful and transparent information for stakeholders.

Government priorities – reducing red tape

The Government is committed to reducing regulatory burden and improving efficiencies. This commitment aims to strike the best balance between necessary and appropriate regulation while also strengthening the efforts of the Government to remove costly red tape where it is unwarranted or unnecessary. For Parks Australia this will mean ensuring our management arrangements are fit for purpose and allow cooperative arrangements with communities, visitors, and business/industry sectors.

Our visitors

We need to understand what interests visitors and where they want to spend their precious leisure and holiday time. Visitation trends are sensitive to changing demographics and the global economic situation. These trends need to influence the way we design our infrastructure, develop new experiences, source and present information and plan our visitor offerings. In particular, our park visitors are more connected to technology, social media and on-line information than ever before.



Commonwealth Marine Reserves Review

The Australian Government has commissioned an independent review into the Commonwealth Marine Reserves established in November 2012: to consider what management arrangements will best protect our marine environment and enable the marine activities that Australians love, and to clarify zoning and internal management of the reserves. For Parks Australia this will mean that we will need to consider our business priorities in light of the recommendations of the review in late 2015.

Internal factors

Parks Australia is engaged in a range of initiatives which will drive change in the way we operate over the life of this plan:

- Following the independent Commonwealth Marine Reserves review, Parks Australia will move towards active management of one of the largest networks of marine reserves in the world - over 2.8 million square kilometres of spectacular marine life.
- The Joint Management Futures Project will consider ways of improving the effectiveness of joint management, as well as proposing arrangements which will best suit the future circumstances and changing aspirations of the Indigenous landowners of the three jointly managed reserves - Uluru- Kata Tjuta, Booderee and Kakadu National Parks.
- Parks Australia receives a number of corporate services from the Department of the Environment through a Service Delivery Agreement. It is timely to review this agreement and see if there is a more efficient way to deliver more services.
- Staff will be engaging in Division wide workforce planning is considering Parks Australia's current and required capabilities and our capacity to deliver our goals through a four year workforce plan to be developed.
- Parks Australia's contribution to 'Closing the Gap' in indigenous disadvantage is being developed, and will be consistent with the Department's Reconciliation Action Plan (RAP).
- Parks Australia is introducing a new planning framework to link this Corporate Plan, through operation and section plans to the performance agreements of individuals.



Parks Australia's organisational capability and capital asset management directions

Our people

Our people and our relationships with traditional owners, our neighbours, other land managers and scientific and commercial partners will be a key to our success.

As a result of on-going efficiency measures Parks Australia has seen a reduction in staff numbers and a loss of corporate knowledge in some areas. We are realigning our organisation to deliver our goals in this new operating environment.

Our priorities over the next twelve months are to complete a scan of our skill set and to identify which additional skills and capabilities we need to achieve our vision and goals.

Our capital assets

Parks Australia is responsible for a large range of capital assets, including visitor sites, offices, workshops and staff housing. During 2015-16 Parks Australia will develop a strategic asset management strategy, review the use and future of existing assets and align future asset acquisition with our goals and priorities.

Risk Management Framework

Employees, volunteers and contractors who undertake Parks Australia business operate in remote areas. We also operate in a dynamic environmental, social and business context. And our people manage a diverse and complex array of issues. Additionally, Parks Australia has a responsibility to ensure that risks to visitors are minimised so far as reasonably practicable. As such we need to be realistic about what we can deliver and always consider the risks that can be encountered in our unique places. Effective risk management is critical to the achievement of our goals in our ever changing operating environment.

Parks Australia's Risk Management Framework aims to ensure that we are conscious of the risks to achieving our goals, make informed decisions in managing those risks, and that we identify and harness potential opportunities when they arise. The Parks Australia Risk Management Framework aligns with the Commonwealth Risk Management Policy and is consistent with the Australian/New Zealand Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk watch lists or risk registers for each reserve or shared-services section are reviewed in accordance with the Risk Management Framework. Incidents in all workplaces, categorised under the goals, are reported regularly to the executive board which monitors higher-level risks for Parks Australia as a whole.



Parks Australia's strategies

This corporate plan outlines our corporate priorities and strategies against each goal and way of working for the next four years. It has been designed as a rolling four-year plan with detailed strategies and results for the first year and more indicative strategies and results for the subsequent years. The corporate plan forms a critical element of our planning framework and sets the strategic priorities for a range of other planning documents.

	Strategy	Results	Business owner
Goal	RESILIENT PLACES AND ECOSYSTEMS		
Objective	To protect and conserve the natural and cultural values of Commonwealth reserves		
Desired outcome	<ul style="list-style-type: none"> Living culture and heritage values are protected and conserved Natural values are protected and conserved and where appropriate restored 		
Corporate priorities 2015-16	Implement projects to reverse the decline of threatened species and reduce the impact of threats		Assistant Secretary, Parks Island and Biodiversity Science Branch
	Conduct targeted research and monitoring to understand conservation, cultural and heritage values and pressures, and to establish ecological baselines and detect changes within the Commonwealth marine reserves		Assistant Secretary, Marine Protected Areas Branch
	Increase local community involvement in managing our reserves and monitoring conservation outcomes		Assistant Secretary, Parks Island and Biodiversity Science Branch
How we will deliver our corporate priorities in 2015-16	<ul style="list-style-type: none"> Continue to reduce the overall impact of feral animals, weeds and fire on natural and cultural values, and diseases affecting plants and animals Increase our intervention in populations of threatened species where necessary 	<ul style="list-style-type: none"> Develop a scientific research and monitoring strategy for the marine reserves network Implement projects under the Threatened Species Strategy from the Tackling Feral Cats; Improving Habitat; Leading By Example; and Safehavens key action areas including: <ul style="list-style-type: none"> First island-wide baiting program for eradication of cats on Christmas Island completed Cat and rat proofing of Green Parrot nesting sites on Norfolk Island National Park completed 	<ul style="list-style-type: none"> Relevant park managers Park Manager, Christmas Island National Park Park Manager, Norfolk Island National Park



	Strategy	Results	Business owner
	<ul style="list-style-type: none"> Develop a scientific research and monitoring strategy for the marine reserves network 	<ul style="list-style-type: none"> Kakadu National Park’s new fire strategy completed Major projects in the Kakadu Threatened Species strategy Yellow Crazy Ants bio-control program implemented in line with relevant approvals A published research and monitoring strategy for the Commonwealth Marine Reserves 	<ul style="list-style-type: none"> Park Manager, Kakadu National Park Park Manager, Christmas Island National Park Director, Marine Protected Areas Coordination
How we will deliver our corporate priorities in 2015-19	<ul style="list-style-type: none"> Implement a scientific research and monitoring strategy for the marine reserves networks Continue to reduce the overall impact of feral animals, weeds and fire on natural and cultural values, and diseases affecting plants and animals Increase local community involvement in managing our reserves and monitoring conservation outcomes 	<ul style="list-style-type: none"> Marine ecosystem health indicators have a baseline established by 30 June 2017 Threatened species projects delivered Document potential citizen science opportunities in our places Increase in actions to protect rock art in Kakadu National Park 	<ul style="list-style-type: none"> Director, Marine Protected Areas Coordination Park Managers Assistant Secretary, Parks Island and Biodiversity Science Branch Park Manager, Kakadu National Park



	Strategy	Results	Business owner
Goal	MULTIPLE BENEFITS FOR TRADITIONAL OWNERS		
Objective	To support the aspirations of traditional owners in managing their land and sea country		
Desired outcome	<ul style="list-style-type: none"> Traditional owners have received a measurable economic benefit Traditional owners have received a measurable culture/country benefit 		
Corporate priorities 2015-16	Work with traditional owners to understand and deliver contemporary aspirations for joint management and support them to achieve these aspirations		Assistant Secretary, Joint Management Branch
	Conduct targeted research analysis and monitoring to understand the economic, social and cultural benefits of joint management, establish baselines and monitor and report on changes		Assistant Secretary, Joint Management Branch
How we will deliver our corporate priorities in 2015-16	<ul style="list-style-type: none"> Celebrate the role of management in our places Continue the Joint Management Futures Project to inform the planning and implementation of joint management over the next ten years 	<ul style="list-style-type: none"> 30th anniversary of joint management in Uluru-Kata Tjuṯa National Park is marked Opportunities for local employment and Indigenous enterprises progressed in line with agreed actions in the Joint Management Futures project Commence development of a 10 year joint management framework Service level agreements with Wreck Bay Aboriginal Community Council are finalised (as part of their aspirations to move to sole management of the park where 80-100% of park functions are managed by the council) 	<ul style="list-style-type: none"> Park Manager, Uluru-Kata Tjuṯa National Park Director, Joint Management Support Director, Joint Management Support Park Manager, Booderee National Park



	Strategy	Results	Business owner
	<ul style="list-style-type: none"> Assess options for Indigenous contributions to management of Commonwealth Marine Reserves 	<ul style="list-style-type: none"> Develop an approach to evaluate and monitor Indigenous economic and employment opportunities as well as economic, social and cultural benefits, in joint managed parks by 30 June 2016 Options for management of sea country within Commonwealth Marine Reserves are understood 	<ul style="list-style-type: none"> Director, Joint Management Support Assistant Secretary, Marine Protected Areas Branch
How we will deliver our corporate priorities in 2016-19	<ul style="list-style-type: none"> Support traditional owners in achieving their aspirations for joint management Work with traditional owners and relevant Aboriginal people to understand their aspirations for the management of Commonwealth Marine Reserves 	<ul style="list-style-type: none"> Implement the outcomes of the Joint Management Futures Project Agreed consultation arrangements for Indigenous engagement with the management Commonwealth Marine Reserves implemented The aspirations of traditional owners for the management of Commonwealth Marine Reserves are documented 	<ul style="list-style-type: none"> Director, Joint Management Support Director, CMR Network Coordination Director, CMR Network Coordination



	Strategy	Results	Business owner
Goal	ECOLOGICALLY SUSTAINABLE USE		
Objective	To contribute to social, economic and local community well-being while protecting natural and cultural values of Commonwealth reserves		
Desired outcome	<ul style="list-style-type: none"> Activities in Commonwealth reserves contribute to the social, economic and local community well-being while protecting natural and cultural values and meeting environmental standards 		
Corporate priorities 2015-16	Ensure that management arrangements for Commonwealth Marine Reserves reflect genuine and thorough consultation with stakeholders and are informed by the best available science		Assistant Secretary, Marine Protected Areas Branch
	Commonwealth Marine Reserves users have a clear understanding of management arrangements		Assistant Secretary, Marine Protected Areas Branch
	Develop principles to support ecologically sustainable use within our places		Director, Protected Area Policy and Planning Section
How we will deliver our corporate priorities in 2015-16	<ul style="list-style-type: none"> Complete the review of Commonwealth Marine Reserves Ensure users understand existing management arrangements in Commonwealth Marine Reserves 	<ul style="list-style-type: none"> Consultations and Commonwealth Marine Reserve Review complete An on-line accredited commercial fisher training established 	<ul style="list-style-type: none"> Director, CMR Review Taskforce Director, Marine Protected Areas (South)



	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-19	<ul style="list-style-type: none">• Increase our understanding of the values of our places to inform ecologically sustainable use• Progress a well understood and user-friendly management framework for Commonwealth Marine Reserves	<ul style="list-style-type: none">• Policy guidance to support ecologically sustainable use within our places developed, including development of appropriate long term performance measures• A spatial analysis of biodiversity values of Christmas Island complete• A range of communication products delivered to key stakeholders to raise awareness of reserve boundaries and permitted activities to aid compliance with management arrangements	<ul style="list-style-type: none">• Director, Protected Area Policy and Planning• Assistant Secretary, Parks Island and Biodiversity Science Branch• Assistant Secretary, Marine Protected Areas Branch



	Strategy	Results	Business owner
Goal	AMAZING DESTINATIONS		
Objective	To offer world class natural and cultural experiences, enhancing Australia's visitor economy		
Desired outcome	<ul style="list-style-type: none"> Our contribution to Australia's visitor economy is maintained or increased 		
Corporate priorities 2015-16	Encourage increased visitation through opportunities for commercial operators to develop new, high quality visitor experiences		Director, Customer Experience and Destination Planning
	Build our marketing capability to increase visitation		Director, Customer Experience and Destination Planning
	Refresh and improve visitor infrastructure in high use areas		Park Managers
How we will deliver our corporate priorities in 2015-16	Dream big and support our partners and commercial operators to develop new experiences and infrastructure by completing tourism planning	<p>Australian National Botanic Gardens Master Plan completed</p> <p>Kakadu Tourism Master Plan completed and implementation commenced</p> <p>Mary River Tourism Development Plan completed</p> <p>New tourism products identified following Expressions of Interest process for Uluru-Kata Tjuta National Park and Christmas Island National Park</p>	<p>Director, Australian National Botanic Gardens</p> <p>Park Manager, Kakadu National Park</p> <p>Park Manager, Kakadu National Park</p> <p>Director, Customer Experience and Destination Planning</p>
How we will deliver our corporate priorities in 2015-19	Work with our partners and commercial operators to improve infrastructure in priority areas	Eco accommodation projects at Christmas and Norfolk Island National Parks commenced	Park Manager Christmas Island National Park and Park Manager, Norfolk Island National Park



	Strategy	Results	Business owner
	<ul style="list-style-type: none">Identify, promote and encourage new experiences at sites with high tourism potential in the Commonwealth Marine Reserve	<ul style="list-style-type: none">Implementation of the Mary River Tourism Development Plan commencedInfrastructure refresh commenced for high use visitor sites in priority areas such as Kakadu National Park and the Australian National Botanic GardensSites within Commonwealth Marine Reserves which have high tourism potential are identifiedDiscussions have commenced with cruise, dive and fishing industry representatives to investigate new tourism experiences in Commonwealth Marine ReservesNew visitor experiences finalised for Uluru-Kata Tjuṯa National Park	<ul style="list-style-type: none">Park Manager, Kakadu National ParkRelevant park managersAssistant Secretary, Marine Protected Areas BranchAssistant Secretary, Marine Protected Areas BranchAssistant Secretary, Joint Management Branch



	Strategy	Results	Business owner
Goal	EVIDENCE BASED MANAGEMENT		
Objective	Evidence about performance in managing our places is used to adapt and make decisions		
Corporate priorities 2015-16	Continue to improve planning and reporting to support the success of place management		Director, Protected Area Policy and Planning
	Expand our knowledge management strategy and focus beyond biodiversity		Assistant Secretary, Parks Island and Biodiversity Science Branch
How we will deliver our corporate priorities in 2015-16	Monitor and report on our management actions and ensuring this information is used in reviewing our priorities and adapting our practices	<p>The next generation of operations plans linked to budgets and goals in place</p> <p>Knowledge gaps and impediments to recovery identified for 56 threatened plant species in Commonwealth reserves</p> <p>Research undertaken through NERP is translated into a format which can be used on the ground</p> <p>Collaborate with NESP in planning projects relevant to Parks Australia's work</p>	<p>Director, Protected Area Policy and Planning</p> <p>Director, Biodiversity Science, Knowledge and Information Management</p> <p>Assistant Secretary, Parks Island and Biodiversity Science Branch</p> <p>Assistant Secretary, Parks Island and Biodiversity Science Branch</p>
How we will deliver our corporate priorities in 2015-19	Apply our experience in knowledge management to all areas of our work, including visitor services, cultural heritage and compliance	<p>A division wide knowledge management strategy developed</p> <p>Continue to integrate NERP findings into policy and operationalise any outcomes from NESP</p>	<p>Director, Biodiversity Science, Knowledge and Information Management</p> <p>Director, Biodiversity Science, Knowledge and Information Management</p>



	Strategy	Results	Business owner
Goal	PARTNERSHIPS AND CO-INVESTMENTS		
Objective	Partnerships and co-investments support innovation		
Corporate priorities 2015-16	Continue to develop and maintain effective partnerships, particularly in relation to threatened species and establishing viable populations		Assistant Secretary, Parks Island and Biodiversity Science Branch
	Establish a framework for co-investment with partners		Director, Customer Experience and Destination Planning
	Develop partnerships to support marine biodiscovery activities, particularly with Indigenous organisations		Director, Biodiversity Science, Knowledge and Information Management
	Ensure consultation mechanisms are established and advisory committees are valuable partners in the management of the Commonwealth Marine Reserves		Assistant Secretary, Marine Protected Areas Branch
How we will deliver our corporate priorities in 2015-16	Target collaborative efforts to take the pressure off threatened species and help them recover from environmental stresses and population decline	<p>New research partnerships established</p> <p>Corporate sponsorship opportunities documented</p> <p>Establish and maintain partnerships with the Green Army Programme</p> <p>Build on existing positive partnerships through citizen science</p> <p>Maintain positive relationships through the Bush Blitz Programme</p>	<p>Director, Australian National Botanic Gardens</p> <p>Park Manager, Kakadu National Park</p> <p>Park Manager, Kakadu National Park</p> <p>Director, Customer Experience and Destination Planning</p> <p>Director, Biodiversity Science, Knowledge and Information Management</p>



	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-19	<ul style="list-style-type: none">• Increase our revenue base• Work with existing Bush Blitz partners, and consider new partners, to investigate the enhancement and extension of the programme's outcomes to include marine species• Establish new advisory committees for Commonwealth Marine Reserves• Expand partnerships with State and Commonwealth agencies to establish comprehensive vessel monitoring system coverage for marine protected areas	<ul style="list-style-type: none">• A prospectus of co-investment and partnership opportunities has been developed and launched• Commence planning for an enhanced and extended Bush Blitz programme beyond 2017• New advisory committees for Commonwealth Marine Reserves in place• Vessel monitoring system introduced on all commercial vessels operating in marine protected areas	<ul style="list-style-type: none">• Director, Customer Experience and Destination Planning• Director, Biodiversity Science, Knowledge and Information Management• Assistant Secretary, Marine Protected Areas Branch• Assistant Secretary, Marine Protected Areas Branch



	Strategy	Results	Business owner
Goal	RESPONSIVE ORGANISATION		
Objective	Parks Australia is an efficient and effective agency supported by good business systems		
Corporate priorities 2015-16	<ul style="list-style-type: none"> Respond to new obligations under the Public Governance and Performance Accountability Act 2013 Workforce planning to identify and fill capability gaps Complete Management Plans for all terrestrial and Commonwealth marine reserves 		Director of National Parks
	Implement a new strategic asset management strategy		Director, Governance and Business Systems
	Increase the efficiency and effectiveness of our business systems with a focus on digital technology to support customer service and visitor experiences		Director, Customer Experience and Destination Planning
How we will deliver our corporate priorities in 2015-16	<ul style="list-style-type: none"> Increase the efficiency and effectiveness of our business systems with a particular focus on safety, asset management, revenue generation, and commercial and financial management Continue to support our people and increase skills to maximise workforce capability Continue to drive a culture of Work Health and Safety to ensure all staff are safe 	<ul style="list-style-type: none"> Implement the enhanced Commonwealth performance framework under the Public Governance and Performance Accountability Act 2013 Benchmark our approach to strategic asset management against best practice and develop a new strategy Complete a review of the Service Delivery Agreement with the Department of the Environment A workforce strategy to maximise parks and frontline resources developed and implemented 	<ul style="list-style-type: none"> Director, Governance and Business Systems Director, Governance and Business Systems Director, People and Workforce Development Director, People and Workforce Development



	Strategy	Results	Business owner
	Provide clear direction for managers and users of our places by ensuring a current management plan is in place consistent with the requirements of the EPBC Act	<p>Continual improvement of Work Health and Safety culture and systems</p> <p>Pulu Keeling National Park Management Plan completed</p> <p>Booderee National Park Management Plan completed</p> <p>Kakadu National Park Management Plan completed</p> <p>Commonwealth Marine Reserve network management plans completed</p>	<p>Director, Governance and Business Systems</p> <p>Park Manager, Christmas Island National Park</p> <p>Park Manager, Booderee National Park</p> <p>Park Manager, Kakadu National Park</p> <p>Assistant Secretary, Marine Protected Areas Branch</p>
How we will deliver our corporate priorities in 2016-19	Develop and implement a digital road map for the agency to support improved customer services across all our goals	Key services (such as entry tickets and permit applications) are available to Parks Australia's customers 24/7	Director, Customer Experience and Destination Planning



Performance monitoring and measurement

Our performance indicators are designed to demonstrate Parks Australia’s progress and success in achieving our goals and objectives. While a number of indicators build on previous measures, others will be reported on for the first time in 2015-16. As outlined in our strategies, there are also a number of areas (Commonwealth marine reserves, joint management, partnerships and human resources) where we will continue to develop our indicators and monitoring over the life of this plan. These indicators are designed to build a picture of our performance over time – over the four years of this plan and beyond. They will be measured at least annually and reported on in our annual report. Over time we will be able to build information on the trends against these indicators, illustrating how we are tracking in achieving our goals.

Goal	Indicator	Baseline	Method/data source	Reporting business owner												
Resilient places: To protect and conserve the natural and cultural values of Commonwealth reserves	Populations of threatened and significant species are increasing	Of 43 species reported in 2013-14, four are increasing, 16 remain steady, 13 are declining, one may be extinct, and nine species are data deficient	Park level monitoring programs	Park Managers												
	Populations of priority invasive species are reduced	Of 24 species reported in 2013-14, 6 are increasing, 8 remain steady, five are falling, and five are data deficient	Park level monitoring programs	Park managers												
Multiple benefits for traditional owners: To support the aspirations of traditional owners in managing their land and sea country	Increase in the percentage of Indigenous staff and/or contractors directly or indirectly providing park services	In 2013-14 the employment level of permanent Indigenous staff in Parks Australia was essentially unchanged from 2012-13, with a slight increase in the actual number of ongoing Indigenous staff and in full-time equivalent terms	Park level data	Director, Joint Management Support												
Ecologically sustainable use: To contribute to social, economic and local community well-being while protecting natural and cultural values of Commonwealth reserves	<table border="1"> <thead> <tr> <th>Fin year</th> <th>14-15</th> <th>15-16</th> <th>16-17</th> <th>17-18</th> <th>18-19</th> </tr> </thead> <tbody> <tr> <td>↓ no. Enviro incidents</td> <td>40*</td> <td>35</td> <td>30</td> <td>30</td> <td>30</td> </tr> </tbody> </table>	Fin year	14-15	15-16	16-17	17-18	18-19	↓ no. Enviro incidents	40*	35	30	30	30	In 2013-14 a total of 37 natural and cultural management incidents were reported.	Natural and cultural management incidents as recorded in the Parks Australia Incident Register	Director, Governance and Business Systems
	Fin year	14-15	15-16	16-17	17-18	18-19										
↓ no. Enviro incidents	40*	35	30	30	30											
Development of new indicator																

* Note that this may represent an underreporting of this type of incident and the figure may initially increase as staff actively report incidents.



Goal	Indicator	Baseline	Method/data source	Reporting business owner
Amazing destinations: To offer world class natural and cultural experiences, enhancing Australia's visitor economy	Maintain or improve the level of visitor satisfaction and number of visitors	A new baseline will be established in 2015-16.	A revised survey methodology will be developed in 2015-16 to consider application of electronic survey methods.	Director, Customer Experience and Destination Planning
Evidence based management: Evidence about performance in managing our places is used to adapt and make decisions about improving our management activities	Percentage of performance monitoring plans reporting in place and being reported against Parks Executive board satisfied with implementation of actions arising from performance reports	ANBG and Christmas Island National Park have completed performance monitoring plans. This is the first time this indicator will be used	Count of plans in place and reporting to the Executive Board	Director, Protected Area Policy and Planning
Partnerships and co-investments: Partnerships and co-investments support deliver of innovative programmes which contribute to the achievement of our goals	Partnerships and co-investments support in accordance with framework	Framework to be established 2015-16	Annual Report case study	
Responsive organisation: Parks Australia is an efficient and effective agency supported by good business systems	Proportion of terrestrial reserve management plans in place	57%	Count of plans in place	Director, Protected Area Policy and Planning
	Proportion of marine reserve network management plans in place	17%	Count of plans in place	Assistant Secretary, Marine Protected Areas Branch
	Achieve a risk maturity of 'Advanced' in the annual Comcover Risk Management Benchmarking Survey	Advanced	Comcover	Director, Governance and Business Systems



Goal	Indicator	Baseline	Method/data source	Reporting business owner
	Timeliness of response to incoming ministerial correspondence items, ministerial submissions, question time briefs, parliamentary questions on notice, senate estimates questions on notice, and public enquiries to the Community Information Unit	A new baseline will be established in 2015-16	PDMS and CIU records	Director, Protected Area Policy and Planning
	Number of externally reportable breaches	A new baseline will be established in 2015-16	Certificate of Compliance	Director, Governance and Business Systems
	Variation from agreed cash operating result	As per 2014-15 result	Annual report	Director, Governance and Business Systems
	Increase in net return from commercial operations and activities listed in DNP Charges for Commonwealth Reserves	As per 2014-15 result	Commercial operations and activities listed in DNP Charges for Commonwealth Reserves SAP/revenue reporting	Director, Customer Experience and Destination Planning
	Workforce planning completed for each section	A new baseline will be established in 2015-16	Count of workforce plans	Director, People and Workforce Development