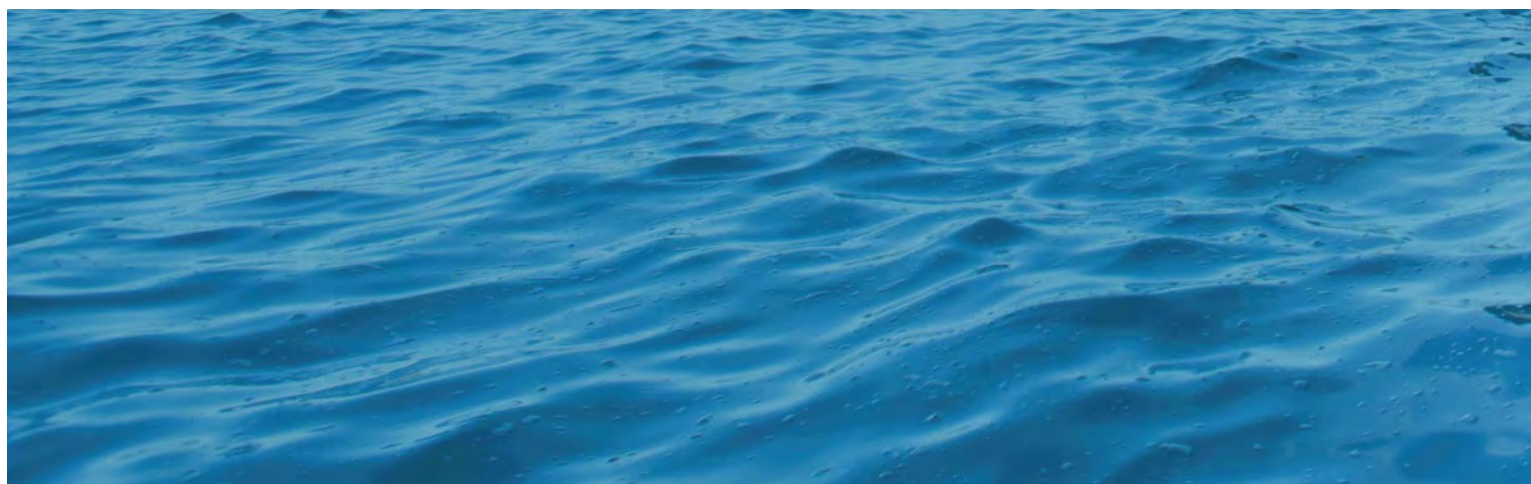




Australian Government
Parks Australia



Director of National Parks Corporate Plan 2016-2020







Australian Government
Parks Australia

Statement of Preparation

I, Gillian Sally Barnes, as the accountable authority of the Director of National Parks present the Director of National Parks Corporate Plan 2016-2020, which covers the reporting periods of 2016-2020 to 2019-20, 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*.

A handwritten signature in dark ink, appearing to read 'Sally Barnes'.

Sally Barnes
Director of National Parks

29 August 2016





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 2016, seven Commonwealth terrestrial reserves (six national parks and one botanic garden) 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 and Energy.

Under delegation from the Director, staff of the department's Australian Antarctic Division manage 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 Kakadu, Booderee and Uluru-Kata Tjuta National Parks.



Parks Australia's places

Australia's natural and cultural heritage is unique. Our natural landscape is distinctive and diverse, home to plants and animals found nowhere else in the world and the oldest living cultures on earth. It's no wonder our land and sea are an essential part of our national identity—and visitors travel from across the country and the world to experience their beauty, inspiration and wonder.

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 and Energy.

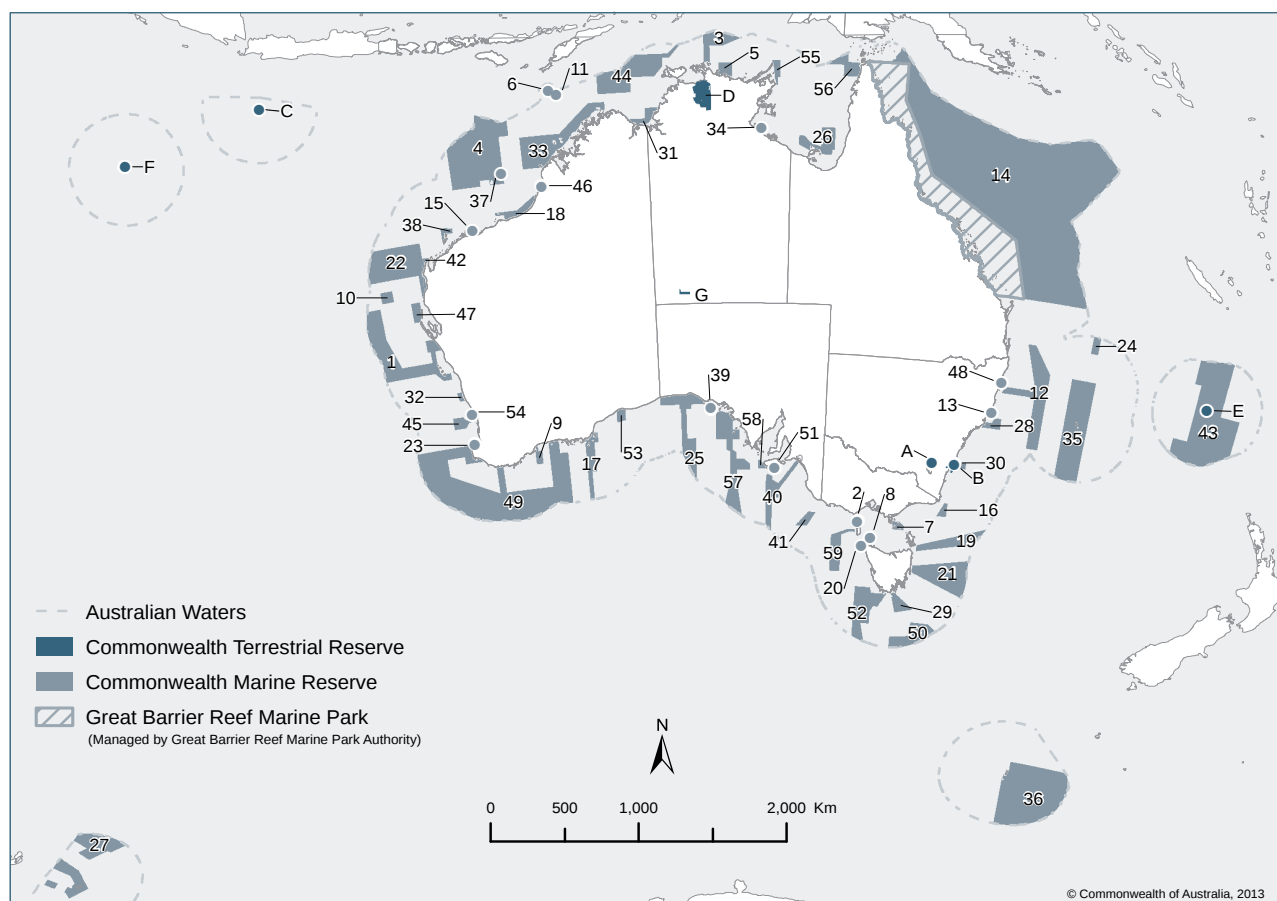
We manage six national parks and 58 marine reserves—a rich and fascinating range of ecosystems and communities, from spectacular oceanic islands and the tropical wonderland of Kakadu, to the coastal habitats of Booderee and the spinifex sand plains of arid Uluru-Kata Tjuta. Three of our national parks are leased by their Aboriginal owners to the Director of National Parks to be jointly managed by their traditional owners and Parks Australia.

Combined with the Great Barrier Reef Marine Park, the Commonwealth Marine Reserves comprise the largest system of marine protected areas in the world. Marine reserves protect the vast range of life in our oceans—from astonishing coral reefs in our tropical seas to deep ocean canyons and undersea mountains in temperate marine regions.

Canberra's Australian National Botanic Gardens is the nation's largest living collection of Australian native plants. It's a tranquil setting for walking and spending time with family and friends, and a living classroom for visitors of all ages. The Gardens plays a significant role in the conservation and propagation of rare and threatened plants through the National Seed Bank, by collecting and storing seeds, and researching plant genetics, seed biology and ecology. The Gardens works in partnerships through initiatives such as Australia's Virtual Herbarium, the Australian Plant Census and the Australian National Herbarium to ensure research is shared with others.

We want to showcase these natural wonders to the world, demonstrating to all why these places are so special and inspiring them to become more invested in their care and future.





© Commonwealth of Australia, 2013

Figure 1: Location of Commonwealth parks and reserves

Reserve Name	Label
Terrestrial Reserve	
Australian National Botanic Gardens	A
Booderee National Park	B
Christmas Island National Park	C
Kakadu National Park	D
Norfolk Island National Park	E
Pulu Keeling National Park	F
Uluru–Kata Tjuta National Park	G
Marine Reserve	
Abrolhos	1
Apollo	2
Arafura	3
Argo-Rowley Terrace	4
Arnhem	5
Ashmore Reef	6
Beagle	7
Boags	8
Bremer	9

Reserve Name	Label
Carnarvon Canyon	10
Cartier Island	11
Central Eastern	12
Cod Grounds	13
Coral Sea	14
Dampier	15
East Gippsland	16
Eastern Recherche	17
Eighty Mile Beach	18
Flinders	19
Franklin	20
Freycinet	21
Gascoyne	22
Geographe	23
Gifford	24
Great Australian Bight	25
Gulf of Carpentaria	26
Huon	29

Reserve Name	Label
Heard Island and McDonald Islands	27
Hunter	28
Jervis	30
Joseph Bonaparte Gulf	31
Jurien	32
Kimberley	33
Limmen	34
Lord Howe	35
Macquarie Island	36
Mermaid Reef	37
Montebello	38
Murat	39
Murray	40
Nelson	41
Ningaloo	42
Norfolk	43
Oceanic Shoals	44

Reserve Name	Label
Perth Canyon	45
Roebuck	46
Shark Bay	47
Solitary Islands	48
South-west Corner	49
South Tasman Rise	50
Southern Kangaroo Island	51
Tasman Fracture	52
Twilight	53
Two Rocks	54
Wessel	55
West Cape York	56
Western Eyre	57
Western Kangaroo Island	58
Zeehan	59



Parks Australia's goals and objectives

Our three 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 and development agreements for our staff. The four 'ways of working' are the ways we 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	Outstanding natural places that enhance Australia's well-being			
Goals	Resilient places and ecosystems	Multiple benefits to traditional owners	Amazing destinations	
Objectives	To protect and conserve the natural and cultural values of Commonwealth reserves.	To support the aspirations of traditional owners in managing their land and sea country.	To offer world class natural and cultural experiences, enhancing Australia's visitor economy.	
Ways of working	Evidence based management	Ecologically sustainable use	Partnerships and co-investments	Responsive organisation:
	Science, research and traditional knowledge are used to make management decisions.	Parks Australia acts to enhance Australia's social and economic well-being through ecologically sustainable use of our places, including through awareness of our own environmental footprint.	Partnerships and working together with our stakeholders to support delivery of innovative programmes that achieve our goals.	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 internal and external to Parks Australia.

External factors

Threats to values

Across Australia biodiversity is in decline—more than 1,700 species and ecological communities are known to be threatened or at risk of extinction. Threats to biodiversity—for example invasive species, habitat loss, pollution such as marine debris, introduced diseases, illegal unreported and unregulated fishing and climate change—will impact our priorities, decisions and activities beyond the life of this plan.

Family and clan obligations to keep country and land healthy

Aboriginal people have looked after country for tens of thousands of years. Parks Australia understands that the traditional owners of the land we jointly manage have significant cultural and spiritual responsibilities to keep plants and animals, waterways and ecosystems healthy. All of our work must respect and complement these obligations.

Our efforts to protect the natural and cultural values of our jointly managed parks must be undertaken in collaboration with traditional owners. We must work side by side in designing and implementing programs and activities. We can also assist elders and community members to enhance social and economic well being by ensuring these issues are addressed in the way we work.

Climate Change

Climate change is expected to impact on the effectiveness of protected areas by exacerbating existing threats and introducing new challenges for reserve managers in how they manage species, ecosystems, infrastructure and visitors. Future implications could include reductions in ecosystem resilience such as the intensification of erosive processes through increased rainfall, more frequent coral bleaching events, potential incursion of novel invasive species, novel disease vectors, extreme weather and fire risk, with possible additional implications for visitor safety, visitor satisfaction and park revenue.

An understanding of the potential impact of climate change is necessary to enable us to prepare and implement effective response options. Given the uncertainties of climate change, and our current knowledge gaps, the task of improving our understanding will be an on-going effort relying on the best available science and learning from best practice park management approaches around the world.



Accountability and connection to conservation

A broad range of people interested in protected area management have technical knowledge, skills and experiences to help us deliver world class reserves. Innovative partnerships across sectors and under different governance and financial models are emerging. We also face a 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. The investment of public funds in our reserves must be accountable; with improved quality of planning, performance information and evaluation that provides meaningful information for stakeholders.

Best-practice protected area management continues to evolve through international bodies such as the United Nations Educational Scientific and Cultural Organisation (UNESCO), the International Union for the Conservation of Nature (IUCN), the Convention on Biological Diversity, and other multilateral environment agreements. Parks Australia needs to engage in this global conversation and respond flexibly to new ways of working. Rapid technological development provides many opportunities for transformation in the way we work, and has raised visitor expectations for our service delivery.

Government priorities – Innovation and reducing red tape

The Government is committed to making it easier for individuals to access government services through digital platforms. Parks Australia is working to deliver our services in a simpler and easier way online. We have delivered online services to book camping sites at Booderee National Park and for purchasing park passes for Kakadu National Park. We have also successfully trialled vessel monitoring systems for commercial fishers in the South-east marine reserve. Parks Australia is committed to expanding our Wi-Fi access, online services and use of technology to our terrestrial reserves, and use of social media to engage with our visitors.

The Government is committed to improving efficiencies and reducing regulatory burden. 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, users and business/industry sectors.

Our visitors

We need to understand what motivates visitors to travel to our parks and what they want to do with their valuable leisure and holiday time. We must be mindful that visitation trends are sensitive to changing demographics and the global economic situation. The emerging Asian middle class and increasing scarcity of access to health promoting natural places for urbanised populations will change the nature of our tourist base. These trends should influence the way we plan for and 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. We need to work collaboratively with our tourism partners, including licensed tour operators, who bring a significant number of people to our places.



Future of Jabiru

The impending closure in 2021 of the Ranger Uranium mine, a mine surrounded by Kakadu National Park, operated by Energy Resources of Australia (ERA), presents a significant risk for the local communities within the park. The 24 August 2016 decision on a native title claim will also be of great consequence to the future direction of the town. Parks Australia will work with all stakeholders, including the Northern Territory government, the tourism industry, ERA, traditional owners and relevant Australian Government agencies towards a transitional solution that will stimulate and facilitate public and private tourism investment in Jabiru and the surrounding Kakadu National Park.

Internal factors

Parks Australia is engaged in a range of initiatives which will drive change in the way we plan and deliver our services and programs over the life of this plan.

Marine Park Management

Following Government consideration of the independent Commonwealth Marine Reserves Review and finalisation of management plans, Parks Australia will begin active management of the largest network of representative marine reserves in the world. We anticipate that the management plans and active management can commence within the first 12 months of this Corporate Plan.

Responding to the contemporary aspirations of traditional owners

Traditional owners from each of our jointly managed parks have provided us with a better understanding of their contemporary aspirations for our ongoing partnerships. This will involve finding new ways of working together which promote the inclusion of younger people in park work and reflect the aspirations of families and clans to fulfil their obligations to look after the health of sea and country, keep culture strong and achieve economic development.

Responding to the changing needs of the organisation

We must identify and develop the skills and capabilities that our staff need, and continue to improve our effectiveness and find efficiencies in the way we deliver services to achieve our goals. This may involve the consideration of non-traditional park roles including the identification of innovative funding mechanisms, improving our use of remote spatial technology and meeting the digital expectations of visitors.

To ensure our science and monitoring is as targeted and robust as possible, a broad range of scientific expertise is required. New ways of acquiring this expertise will be explored, particularly within the first 12 months of this Corporate Plan.

Parks Australia's planning framework must continue to evolve as we merge active management of both marine and terrestrial protected areas. This needs a system of performance reporting that provides a clear line of sight from the corporate and reserve management plans through to operational plans to individual performance agreements.

We will continue working through recommendations received from recent audits, including on fire management, revenue maximisation and master planning.



Parks Australia's organisational capability and capital asset management directions

Our people

We have a very diverse workforce, across remote and metropolitan centres, with a range of roles from seasonal rangers and scientists to strategic policy planners. We acknowledge our relationships with traditional owners, neighbours, other land managers and scientific and commercial partners will be the key to our success.

Over the next twelve months we will finalise our refreshed work health and safety framework and implement streamlined recruitment processes and induction programmes.

We will dedicate effort and resources to improving the well-being of our staff and their families, particularly in remote areas—including improving the standard of housing available to staff. We will respond to concerns and ideas of staff raised through regular staff surveys. We will encourage our people to test innovative and creative solutions to some of the pressing problems we face in conservation and land and sea management.

Training and development of our people in new areas of our operations, and continuing to build on existing skills in areas such as financial literacy, project management and active management of marine reserves, will be a priority.

Our capital assets

Parks Australia is responsible for a large portfolio of capital assets, including visitor sites, offices, workshops and staff housing. During 2016-17 Parks Australia will develop a strategic asset management system to review the use and future life of existing assets and align new acquisitions with our goals and priorities.

In addition to improvements in staff housing, Parks Australia is committed to providing refreshed and revitalised tourism and essential park infrastructure.

Risk Management Framework

Employees, volunteers and contractors who undertake Parks Australia business often 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 risks, 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 periodically reviewed in accordance with the Risk Management Framework. Incidents in all workplaces are aligned with the corporate goals they put at risk and are reported regularly to the executive board which monitors higher-level risks for each branch and 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.

Goal: Resilient places and ecosystems

Objective	To protect and conserve the natural and cultural values of Commonwealth reserves
Desired outcome	• Living culture and cultural heritage values are protected and conserved • The health and integrity of natural values are protected, conserved and where appropriate restored • Management plans for all Commonwealth marine reserves in place

Corporate priorities for 2016-17	Priority	Business owner
	Implement projects to reverse the decline of threatened species and communities and reduce the impact of key threatening processes.	All Branch Heads
	Establish ecological baselines to detect changes within Commonwealth Reserves.	
	Develop an integrated framework for monitoring effectiveness of management actions and ecosystem health and resilience with a view to improving adaptive management.	
	Understand, respect and protect living cultural and cultural heritage values in Commonwealth Reserves.	
	Develop a divisional approach to monitor and address the impacts of climate change.	Director Protected Area Policy and Planning



Goal: Resilient places and ecosystems

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	- Continue to reduce the overall impact of feral animals, weeds and fire on natural and cultural values. - Increase our intervention in populations of threatened and significant species where necessary.	Targeted projects to improve the trajectory of threatened and significant species delivered including: <i>Kakadu National Park</i> - Kakadu National Park's new fire strategy completed, implemented and monitored. - Brush tailed rabbit rats translocated to Field Island and monitoring begun. - The second release of toad-smart Northern Quolls translocated to Kakadu and monitoring begun. - Feral animal control and prescribed burning activities completed in the four trial plots to assess the effectiveness of this management for small mammals in Kakadu. <i>Norfolk Island National Park</i> - Cat and rat proofing of Green Parrot nesting sites on Norfolk Island National Park completed. - Green Parrot translocated to Phillip Island and monitoring begun.	Relevant reserve managers



Goal: Resilient places and ecosystems

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	- Continue to reduce the overall impact of feral animals, weeds and fire on natural and cultural values. - Increase our intervention in populations of threatened and significant species where necessary.	<i>Christmas Island</i> - A second island wide cat baiting program completed. - Yellow Crazy Ants bio-control program implemented in line with relevant approvals. - Red crab migration successfully managed involving the use of appropriate road closures and diversion of migrating crabs to purpose built road underpasses. <i>Booderee</i> - Eastern Quolls translocated and monitoring begun. <i>Uluru-Kata Tjuta</i> - The mala population remains stable or increases, and a strategy for catering for an expanding population is completed. <i>Cocos Island National Park</i> - The translocated population of Cocos Island buff banded rails is monitored for reproductive success.	Relevant reserve managers



Goal: Resilient places and ecosystems

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	- Continue to reduce the overall impact of feral animals, weeds and fire on natural and cultural values. - Increase our intervention in populations of threatened and significant species where necessary.	<i>Australian National Botanic Gardens</i> - Threatened plant species assessed to identify and deliver necessary recovery actions including through the establishment of insurance and translocated populations and appropriate seed banking. <i>Commonwealth Marine Reserves</i> - Impacts of coral bleaching monitored and documented in Commonwealth marine reserves (as appropriate), Christmas Island and Pulu Keeling Islands. - A tropical fire ant eradication program at Ashmore Reef Commonwealth marine reserve is developed and implementation begun. - Grey nurse sharks monitored in Cod Grounds Commonwealth Marine Reserve and locations within Pimperl Commonwealth Marine Reserve. - Vessel monitoring system introduced on all commercial vessels operating in marine protected areas.	Relevant reserve managers



Goal: Resilient places and ecosystems

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	- A consistent approach to planning and implementation of fire programmes across the estate. - A consistent approach to planning and implementation of emergency response	A Parks Australia Fire and Emergency Response Statement is developed and implementation begun.	Director Protected Area Policy and Planning
	Develop a system for evaluating ecosystem health and resilience across the range of ecosystems in Commonwealth Reserves.	Targeted research conducted on methods of evaluating ecosystem health using standard international approaches.	All Branch Heads
	Cultural Heritage Action Plans underpin cultural heritage management at the jointly managed parks	- Develop a Cultural Heritage Strategy for Booderee National Park. - Review the Uluru Kata Tjuta National Park Cultural Heritage Action Plan. - Implement activities from the Kakadu National Park Cultural Heritage Action Plan.	Relevant reserve managers
	Management plans for all Commonwealth marine reserves are in place	Statutory processes for the making of management plans are completed.	Assistant Secretary Marine Protected Areas Branch
How we will deliver our corporate priorities in 2017-20	Annual reserve report cards to include measures of ecological health.	Undertake monitoring for robust reporting on ecological health.	Assistant Secretary Parks Island and Biodiversity Science Branch



Goal: Resilient places and ecosystems

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2017-20	Ensure that research on reserves is directed to support management outcomes.	Undertake informed management actions related to: - National Environmental Research Program (NERP) outcomes: - Utilise the prioritisation tool developed for Parks Australia by the Strategic Decision Making Hub. - Document the management outcomes of the NERP research into Kakadu including the impact of cats on native species, the impacts of salt water incursion into Kakadu wetlands and the population health of river sharks and sawtooth fish. - Use the baselines established through NERP research on Commonwealth Marine Reserves such as the Tasman Fracture, Flinders and Geopraphe to continue to assess the effectiveness of management in Commonwealth Marine Reserves. - Incorporate actions from research within Uluru-Kata Tjuta National Park by: - Adapting the monitoring methodology for great desert skink to account for the newly discovered link between termites and distribution. Using the information from the mala genetic analysis to contribute to the design of a meta population model for movement of animals and genetic health.	Assistant Secretary Parks Island and Biodiversity Science Branch Assistant Secretary Marine Protected Areas Branch Relevant reserve managers



Goal: Resilient places and ecosystems

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2017-20	Ensure that research on reserves is directed to support management outcomes.	- Undertake active management and involvement of park staff in the development of National Environmental Science Programme (NESP) Research Plans 3 and other research projects to ensure the outcomes are applicable to park management including: - PhD projects on Christmas Island flying fox. - monitoring and management of translocation projects at Booderee. - mapping of probable high biodiverse areas on the continental shelf in appropriate Commonwealth Marine Reserves. - predictive tools for habitat mapping within Commonwealth Marine Reserves. - research projects involving monitoring in Kakadu National Park. - Acoustic Monitoring Project at Cod Grounds Commonwealth Marine Reserve to understand patterns of use and the marine soundscape by monitoring small vessel activity and biological sound.	Assistant Secretary Parks Island and Biodiversity Science Branch Assistant Secretary Marine Protected Areas Branch Relevant reserve managers



Goal: Multiple benefits for traditional owners

Objective	To support the aspirations of traditional owners in managing their land and sea country
Desired outcome	• Traditional owners have received a measurable economic benefit • Traditional owners have received a measurable culture/country benefit

	Priority	Business owner
Corporate priorities for 2016-17	Work with traditional owners to develop Indigenous employment pathways and associated mentoring, training and support.	Director People and Workplace Development
	Work with traditional owners to improve governance to better reflect and achieve their aspirations and priorities for park management.	Assistant Secretary Joint Management Branch
	Develop baselines for monitoring economic, social and cultural benefits of joint management in consultation with the Department of Prime Minister and Cabinet.	Assistant Secretary Joint Management Branch

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	• Celebrate the role of joint management in our places	• An engaging and innovative workshop at the IUCN World Conservation Congress showcases Australian approaches to joint management.	Director of National Parks
	• Work with traditional owners to develop Indigenous employment pathways and associated mentoring, training and support.	• Development of models to incorporate and formally recognise Traditional Skills and Knowledge in employment begun. • Formalise Indigenous employment pathways and continue to work with partners to provide training and capacity building to support pathways. • An approach developed to evaluate and monitor Indigenous employment pathways.	Director People and Workplace Development



Goal: Multiple benefits for traditional owners

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	• Work with traditional owners to improve governance to better reflect and achieve their aspirations and priorities for park management.	• Enhance the decision making capabilities of Boards of Management by improving governance systems and processes, including: - Greater Board involvement in setting the agenda and discussion topics. - Effective meeting structures. - Improving effectiveness of advisory and reporting mechanisms, for example consultative committees and annual reserve report cards. - Engaging Boards in strategic aspects of operational and other planning processes. • Levels of satisfaction of Board members with the operation of Board meetings measured. • Park planning processes, including management planning, incorporate traditional owner priorities which have been established through participatory planning, monitoring and reporting. • Staff have continued to engage traditional owners and traditional knowledge in day to day park management activities. This will include a strong focus on engaging young traditional owners, such as through traineeships and junior ranger programmes.	Assistant Secretary Joint Management Branch Relevant reserve managers



Goal: Multiple benefits for traditional owners

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Work with traditional owners to improve governance to better reflect and achieve their aspirations and priorities for park management.	- On country trips have facilitated exchange of knowledge between staff and traditional owners. - Community aspirations to move towards sole management of Booderee National Park are documented and considered by the Wreck Bay Aboriginal Community Council and the Booderee National Park Board of Management. - An approach developed to monitor economic, social and cultural benefits to traditional owners from jointly managed parks. - The percentage of park services delivered by traditional owner businesses is increased. - Increase in revenue to traditional owners through lease arrangements.	Assistant Secretary Joint Management Branch Relevant reserve managers
	Indigenous engagement program for establishment and management of Commonwealth marine reserves	- Identify opportunities for collaborative management of Commonwealth marine reserves including through the National Indigenous Forum on Commonwealth Marine Reserve Management. - Information on cultural values is incorporated where possible into management plans for Commonwealth Marine Reserves.	Assistant Secretary Marine Protected Areas Branch



Goal: Multiple benefits for traditional owners

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2017-20	Support traditional owners in achieving their aspirations for joint management	Wreck Bay Aboriginal Community Council supported to develop a clear direction and set of actions to achieve desired models of sole management.	Assistant Secretary Joint Management Branch Park Manager Booderee National Park
		Complete the preparation of the next Uluru-Kata Tjuta Management Plan with the Board of Management, using participatory planning approaches.	Assistant Secretary Joint Management Branch Park Manager Uluru-Kata Tjuta National Park
	Work with native title holders and Indigenous people with interests in Commonwealth Marine Reserves to understand their aspirations for the management of Commonwealth Marine Reserves	- The aspirations of native title holders and Indigenous people with interests in Commonwealth Marine Reserves are understood and recognised in management plans. - Develop collaborative approaches for meaningful engagement of Indigenous communities in planning and management for Commonwealth Marine Reserves.	Assistant Secretary Marine Protected Areas Reserve Managers



Goal: Amazing destinations

Objective	To offer world class natural and cultural experiences, enhancing Australia's visitor economy
Desired outcome	Our contribution to Australia's visitor economy is maintained or increased

	Priority	Business owner
Corporate priorities for 2016-17	Encourage increased visitation through opportunities for commercial operators to develop new, high quality visitor experiences	Director Customer Experience and Destination Planning
	Build and deliver our marketing capability to increase visitation	
	Refresh and improve visitor infrastructure in high use areas	Reserve Managers
	Identify and pursue appropriate tourism opportunities within Commonwealth marine reserves	Assistant Secretary Marine Protected Areas Branch

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Dream big and support our partners and commercial operators to develop new experiences and infrastructure by completing tourism planning	- An architectural team selected through a national design competition and plans completed for The Ian Potter National Conservatory. - Construction of new Tree House public art commission and experience at the Australian National Botanic Garden completed. - Construction and interpretation of the new Bushland Walking Trail at the Australian National Botanic Gardens completed. - In partnership with VisitCanberra, develop new marketing and interpretative materials for Asian tourists at the Australian National Botanic Gardens.	Park Manager Australian National Botanic Gardens



Goal: Amazing destinations

How we will deliver our corporate priorities in 2016-17	Strategy	Results	Business owner
	Dream big and support our partners and commercial operators to develop new experiences and infrastructure by completing tourism planning	- Kakadu Tourism Master Plan completed and implementation commenced. - Implementation of the Mary River Tourism Development Plan begun. - In collaboration with NT tourism industry, set service level standards and guidelines for campgrounds and visitor amenities in Kakadu National Park. - Kakadu sign project complete. - Scoping completed for additional Kakadu visitor experiences.	Assistant Secretary Joint Management Branch Park Manager Kakadu National Park
			Assistant Secretary Joint Management Branch Director Customer Experience and Destination Planning
		The Uluru-Kata Tjuta National Park Cultural Centre Master Plan is completed.	Assistant Secretary Joint Management Branch
		Eco accommodation project at Christmas Island National Park commenced and additional proposals considered.	Park Manager Christmas Island National Park
		Tourism options for the Coral Sea and Norfolk Island Commonwealth Marine Reserves identified and scoped.	Assistant Secretary Marine Protected Areas Branch
		Partnered with Cairns Aquarium to pilot land based interpretation for Commonwealth marine reserves.	Director Marine Protected Areas Management - South



Goal: Amazing destinations

How we will deliver our corporate priorities in 2016-17	Strategy	Results	Business owner
	Dream big and support our partners and commercial operators to develop new experiences and infrastructure by completing tourism planning	- E-ticketing system rolled out to Uluru-Kata Tjuta and e-commerce expansion in Kakadu. - Proposals from Uluru-Kata Tjuta National Park Expressions of Interest process supported by the Board are progressed and deliver employment outcomes. - Parks Australia's consumer website redeveloped, improving destination planning tools and enabling visitors to better plan their trip with: - online itinerary planning tools accessible via a mobile app with content available offline. - access to a greater amount of information to enable decision-making about where to go and how long to spend in-park. - Develop online resources providing comprehensive information on Commonwealth Marine Reserves. - New tourism products identified following Expressions of Interest process for Christmas Island National Park. - Indigenous tour guide training programme begun at Uluru-Kata Tjuta National Park.	Director Customer Experience and Destination Planning



Goal: Amazing destinations

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Dream big and support our partners and commercial operators to develop new experiences and infrastructure by completing tourism planning	A 2016-17 Sustainable Business Plan for Booderee National Park developed and priority actions begun.	Assistant Secretary Joint Management Branch
How we will deliver our corporate priorities in 2017-20	Work with our partners and commercial operators to improve infrastructure in priority areas.	Construction of The Ian Potter National Conservatory at the Australian National Botanic Gardens completed in 2017-18.	Park Manager Australian National Botanic Gardens
		A range of public programs celebrates the 50th anniversary of the Australian National Botanic Gardens in 2020.	
		Continued implementation of the Mary River Tourism Development Strategy 2017-2020.	Assistant Secretary Joint Management Branch
		Priority actions from the Uluru-Kata Tjuta National Park Cultural Centre Master Plan implemented.	Park Manager Uluru-Kata Tjuta National Park
		Marketing Plans and Strategies created for all Commonwealth reserves (including Commonwealth marine networks as appropriate) that identify target markets and visitor needs.	Director Customer Experience and Destination Planning Director Marine Protected Areas Management- South



Goal: Amazing destinations

How we will deliver our corporate priorities in 2017-20	Strategy	Results	Business owner
	Identify, promote and encourage new experiences at sites with high tourism potential	Infrastructure refreshed for high use visitor sites in priority areas such as Kakadu National Park and the Australian National Botanic Garden.	Relevant park managers
		Visitor Experience Plans developed for all Commonwealth reserves (including Commonwealth marine reserves as appropriate) which tailor the development of products/experiences to meet the needs identified in Marketing Plans.	Director Customer Experience and Destination Planning Director Marine Protected Areas Management- South
		Develop new core content to deliver interpretive experiences and visitor information for Commonwealth marine reserves and networks as appropriate.	Assistant Secretary Marine Protected Areas Branch



Way of working: Evidence based management

Objective	Evidence about performance in managing our places is used to adapt and make decisions		
Corporate priorities for 2016-17	Priority	Business owner	
	Increase our understanding of the values and use of natural places	All Branch Heads	
	Promote consistency and coordination of scientific direction across Parks Australia		
	Development of Management Effectiveness Frameworks relevant for use across all parks and reserves.		
	Review Parks Australia's Knowledge Management Strategy and investigate broader application.	Assistant Secretary Marine Protected Areas Branch	
	Innovation through the evaluation and expansion of remote technologies to monitor use, compliance and biological status of Commonwealth marine reserves		
How we will deliver our corporate priorities in 2016-17	Strategy	Results	Business owner
	Monitor and report on our management actions and use this information to review our priorities and adapt our practices.	The next generation of operational plans are linked to budgets, ASL and corporate goals in place.	All Branch Heads
	Provide guidance, direction and prioritisation for science activities across Parks Australia.	Develop a Parks Australia Science Direction Statement.	Assistant Secretary Parks Island and Biodiversity Science Branch Assistant Secretary Marine Protected Areas Branch



Way of working: Evidence based management

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Catalogue and mine existing literature for all Commonwealth reserves to inform new science directions.	Knowledge gaps and impediments to recovery identified for priority threatened plant species in Commonwealth reserves.	Assistant Secretary Parks Island and Biodiversity Science Branch
		Develop science research and monitoring strategies for all Commonwealth reserves.	Assistant Secretary Marine Protected Areas Branch
		Collaborate with NESP in planning projects relevant to Parks Australia's work.	
	Improve understanding of landscape scale health in Commonwealth reserves	Commence development of indicators for ecosystem health and resilience for all Commonwealth reserves.	Assistant Secretary Parks Island and Biodiversity Science Branch
			Assistant Secretary Marine Protected Areas Branch
			Reserve Managers
		Research undertaken through NERP is translated into a format which can be used on the ground.	Director Biodiversity Science
		Establish indicators for ecosystem health and resilience for all Commonwealth reserves.	Assistant Secretary Parks Island and Biodiversity Science Branch
			Assistant Secretary Marine Protected Areas Branch
			Reserve Managers
			Director Protected Area Policy and Planning



Way of working: Evidence based management

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	• Increase our understanding of the values and use of natural places	• Use of visitor surveys to inform and refine visitor experiences.	Director Customer Experience and Destination Planning
		• Undertake trial of an underwater acoustic monitoring system for compliance and biodiversity information.	Director Authorisations and Compliance
		• Biodiversity Surveys of priority Commonwealth marine reserves conducted.	Assistant Secretary Marine Protected Areas Branch
		• BushBlitz species discovery expeditions conducted.	Director Biodiversity Science
		• Updated taxonomy databases as new species are found and named.	
How we will deliver our corporate priorities in 2017-20	• Catalogue and mine existing literature for all Commonwealth reserves to inform new science directions.	• Apply our experience in knowledge management to all areas of our work, including visitor services, cultural heritage and compliance	Director Biodiversity Science
		• Continue to integrate NERP findings into policy and operationalise outcomes from NESP.	Assistant Secretary Marine Protected Areas Branch
	• Improve understanding of landscape scale health in Commonwealth reserves.	• Establish and monitor indicators for ecosystem health and resilience for all Commonwealth reserves.	Assistant Secretary Parks Island and Biodiversity Science Branch Assistant Secretary Marine Protected Areas Branch Reserve Managers



Way of working: Ecologically sustainable use

Objective	To contribute to social, economic and local community well-being while protecting natural and cultural values of Commonwealth reserves		
Corporate priorities for 2016-17	Priority	Business owner	
	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 reserves users have a clear understanding of management arrangements	Director Protected Area Policy and Planning	
	Principles developed to support ecologically sustainable use within our places		
How we will deliver our corporate priorities in 2016-17	Strategy	Results	
	Finalise management plans for Commonwealth Marine Reserves.	Conduct effective consultations with all sectors and incorporate feedback into management plans	
	Contribute to nature education outcomes.	Develop quality approach to nature education materials and experiences across the reserves.	
	Principles of the Healthy Parks Healthy People programme implemented.	Kakadu National Park Walking Track Strategy finalised and implementation begun.	
	Contribute as appropriate to regional development planning elements of the Cities Agenda, particularly in relation to the future of Jabiru.	- Case study contributed to the Parks Canada #Natureforall program. - Recreational, aesthetic and health values of local natural places recognised and considered in City Deals, as appropriate.	
		Director Protected Area Policy and Planning	



Way of working: Ecologically sustainable use

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	• Ensure users understand and are engaged in management arrangements in Commonwealth Reserves	• Appropriate education and on-line training is in place and established for all users for: - Delivery of grants. - User engagement. - Regional Advisory Groups.	All Commonwealth reserve managers
How we will deliver our corporate priorities in 2017-20	• Progress a well understood and user-friendly management framework for Commonwealth reserves	• A spatial analysis of biodiversity values of Christmas Island complete to assist in future planning.	Assistant Secretary Parks Island and Biodiversity Science Branch
		• Communication products delivered to key stakeholders, appropriate to raise awareness of marine reserve boundaries and permitted activities to aid compliance with management arrangements.	Assistant Secretary Marine Protected Areas Branch



Way of working: Partnerships and co-investment

Objective	Partnerships and co-investments support innovation and business delivery		
Corporate priorities for 2016-17	Priority	Business owner	
	Continue to develop and maintain effective partnerships, particularly in relation to: • threatened species and establishing viable populations • marine biodiversity inventory and biodiversity activities • delivery of world class visitor experiences	Relevant Branch Heads	
	Develop a Parks Australia direction statement for co-investment with partners across all Parks and reserves	Assistant Secretary Parks Island and Biodiversity Science Branch	
	Establish and maintain effective consultation mechanisms to provide expert input from advisory and expert panels and committees	Branch Heads	
How we will deliver our corporate priorities in 2016-17	Strategy	Results	
	Explore, establish and maintain partnerships that complement Parks Australia's progress towards corporate goals	New Research Partnerships established.	
		Recruit the new partnership and co-investment manager for Parks Australia.	
		Corporate sponsorship and philanthropic opportunities pursued/undertaken.	
		Development of a bequest and donation program for parks undertaken.	
		Business owner	
		Assistant Secretary Parks Island and Biodiversity Science Branch	
		Partnership Manager	
		Director Biodiversity Science	



Way of working: Partnerships and co-investment

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Explore, establish and maintain partnerships that complement Parks Australia's progress towards corporate goals	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.	Director Biodiversity Science
		Develop robust grants administration arrangements to deliver grants for Commonwealth marine reserve areas that achieve multiple outcomes under the management plans.	Assistant Secretary, Marine Protected Areas Branch
How we will deliver our corporate priorities in 2017-20	Increase our revenue base	A prospectus of co-investment and partnership opportunities, including EOIs, is used and refreshed.	Partnership Manager
	Explore, establish and maintain partnerships that complement Parks Australia's progress towards corporate goals	Explore opportunities for citizen science to contribute to monitoring and research needs identified in Commonwealth Reserves.	Director Biodiversity Science
	Establish stakeholder advisory groups covering all Commonwealth Marine Reserves	Stakeholder advisory groups covering all Commonwealth marine reserves are in place.	Assistant Secretary Marine Protected Areas Branch
	Expand partnerships with State and Commonwealth agencies to establish comprehensive vessel monitoring system coverage for marine protected areas.	Vessel monitoring system introduced on all commercial vessels operating in marine protected areas.	



Way of working: Responsive organisation

Objective	Parks Australia is an efficient and effective agency supported by good business systems	
	Priority	Business owner
Corporate priorities for 2016-17	Respond to regulatory direction and embed processes established under the <i>Public Governance, Performance and Accountability Act 2013</i>	Director National Parks
	Workforce planning to identify and fill capability gaps	Director People and Workforce Development
	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 services and visitor experiences.	Director Customer Experience and Destination Planning

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Increase the efficiency and effectiveness of our business systems with a particular focus on financial literacy, asset management and procurement processes.	Benchmark our approach to strategic asset management against best practice and develop a new strategy.	Director Governance and Business Systems
	Continue to support our people and increase skills to maximise workforce capability.	A workforce strategy to ensure the effective and efficient use of staff resources to address divisional priorities including identification of relevant training needs.	Director People and Workforce Development



Way of working: Responsive organisation

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	Increase the efficiency and effectiveness of our business systems through a focus on digital technology to support customer services and visitor experiences.	- Further develop skills within Parks Australia to identify appropriately scoped IT projects and ensure their successful implementation. - Additional key services such as entry tickets and permit applications are available to Parks Australia's customers 24/7.	Director Customer Experience and Destination Planning
	Continue to drive a culture of Work, Health and Safety to ensure all staff are safe	Continual improvement of the Work, Health and Safety culture and reporting.	Director, Governance and Business Systems
	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.	Technical audit of Norfolk Island Management Plan.	Director Protected Area Policy and Planning
		All reserves and networks will have implementation schedules for management plans, annual operational plans and annual reserve report cards in place for all reserves and/or networks as appropriate.	Director Protected Area Policy and Planning Branch Heads Reserve Managers
		Initiate preparations for the Uluru-Kata Tjuta National Park management plan with the Board of Management.	Park Manager Uluru-Kata Tjuta National Park Director Protected Area Policy and Planning
		Implement and further develop digital services for the agency to support improved customer services across all our goals.	Director Customer Experience and Destination Planning



Way of working: Responsive organisation

	Strategy	Results	Business owner
How we will deliver our corporate priorities in 2016-17	• Workplace planning	• Workplace planning completed for each section.	Director People and Workforce Development
	• Integration of marine and terrestrial shared services and divisional approach to management.	• Review shared services for potential efficiency gains.	All Branch Heads
How we will deliver our corporate priorities in 2017-20	• Workforce planning	• Workforce planning completed and its recommendations implemented.	Director People and Workforce Development



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 2016-17. As outlined in our strategies, there are also a number of areas, including amazing destinations and partnerships and co-investments, 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	Populations of threatened and significant species are increasing	New baseline on 122 species	Reserve level monitoring programs	Reserve Managers
	Populations of priority invasive species are reduced	New baseline based on reassessment of priority invasive species in 2015-16	Reserve level monitoring programs	Reserve Managers
	New management plans for Commonwealth marine reserves in effect and implemented.	2016-17	Number of management plans	Assistant Secretary Marine Protected Areas Branch
	Increase in the number of marine reserve long term monitoring sites	2016-17	Number of long term monitoring sites	
Multiple benefits for traditional owners	Increase in numbers of Indigenous staff and/or contractors directly or indirectly providing park services	Level of Indigenous staffing in 2015-16	SAP and Indigenous Procurement Policy records for employment data	Relevant Directors
	Maintain or improve the level of visitor satisfaction and number of visitors	A reporting dashboard created by October 2016 will establish baselines. Report will cover: - demand indicators such as website traffic - Visitation trends - Visitor satisfaction levels	Report will utilise external expertise from University of Melbourne for visitor counting and improved digital access to visitors to monitor satisfaction levels – methodology based on Net Promoter Score (NPS) model.	Director Customer Experience and Destination Planning
Amazing destinations				



Performance monitoring and measurement - Continued

Way of working	Indicator	Baseline	Method/data source	Reporting business owner
Evidence based management	Percentage of annual reserve report cards produced and approved.	2014-15 (two terrestrial reserves)	Count of plans in place and reporting to the Executive Board	Director Protected Area Policy and Planning
	Percentage of annual reserve report card considered and responded to by Parks Executive Board	2015-16		
	Increase the knowledge base for long term adaptive management of the marine reserves	Marine Bioregional Planning Documents	The Department's Species Profile and Threats Database, the Atlas of Living Australia, Bathymetry surveys, Geoscience Australia, the Australian Institute of Marine Science (AIMS), Bush Blitz	Assistant Secretary Marine Protected Areas Branch
Partnerships and co-investments	Partnerships and co-investments support in accordance with framework	2016-17 framework	Internal reporting	Assistant Secretary Parks Island and Biodiversity Science Branch
Ecologically sustainable use	Enhance level of active management of marine reserves and engagement of users and stakeholders	New management plans for Commonwealth marine reserves in effect and implemented	Number of management plans	Assistant Secretary Marine Protected Areas Branch



Performance monitoring and measurement - Continued

Way of working	Indicator	Baseline	Method/data source	Reporting business owner
Responsive organisation	Proportion of reserve management plans in place	2014-15	Count of plans in place	Director Protected Area Policy and Planning Assistant Secretary Marine Protected Areas Branch
	Timeliness of response to incoming ministerial correspondence items, ministerial submission, question time briefs, parliamentary questions on notice, senate estimates questions on notice and public enquiries to the Community Information Unit	2015-16	PDMS and CIU records	Director Protected Area Policy and Planning
	Achieve a risk maturity of 'Advanced' in the annual Comcover Risk Management Benchmarking Survey	2014-15	Comcover	Director Governance and Business Systems
	Number of externally reportable breaches of the <i>Public Governance, Performance and Accountability Act 2013</i>	2015-16	Certificate of Compliance	
	Variation from agreed cash operating result	2014-15	Annual report	
	Increase in net return from commercial operations and activities listed in DNP Charges for Commonwealth Reserves	2014-15	Commercial operations and activities listed in DNP charges for Commonwealth Reserves SAP/Revenue Reporting	Director Customer Experience and Destination Planning