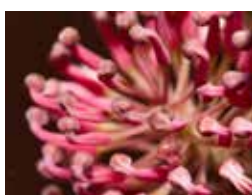




Australian Government
Director of National Parks



Director of National Parks

Corporate Plan 2020–2021



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Foreword

This is the Director of National Parks Corporate Plan for 2020–21, which sets out what the agency intends to achieve over the next four years (2020–21 to 2023–24).

In the previous year a review of the agency's performance framework was completed to enhance the measurement of its achievements to better present its story. Engagement occurred with staff across the parks estate to collaboratively produce the agency's new purpose statement, *to protect, conserve and enhance the values of Commonwealth parks and gardens for the use and well-being of all Australians*.

This new purpose more closely reflects the agency's priorities, its role and its functions. The dedicated staff of Parks Australia will continue to work with Traditional Owners and other stakeholders in this new direction.

A future focus for the agency is to identify commonalities in its key activities, policies and procedures in order to improve efficiency, manage risk and strengthen collaboration across its diverse operating environment. This is referred to in this plan as the One Parks Australia approach. This approach will also allow for comparable management between the corporate and remote locations, and between the marine and terrestrial parks; and will enable the sharing of knowledge and lessons learnt.

People remain the agency's most valuable asset, and in the coming years a focus will be to build staff capabilities and prioritise their safety and well-being in the work they do.

This plan will help ensure the agency is as effective as possible in carrying out its role in managing these parks and gardens to deliver real benefits for all Australians.

Statement of Preparation

I, James Larsen, as the accountable authority of the Director of National Parks, present the Director of National Parks Corporate Plan 2020–21, which covers the reporting periods of 2020–21 to 2023–24, 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*.



Our purpose

This is the Director of National Parks (the Director) sixth corporate plan. This plan builds upon its predecessors and incorporates a revised purpose and performance criteria as a result of an internal Performance Criteria Review in 2019–20. The review aimed to enhance our purpose and improve the relevance, reliability and completeness of our performance criteria and targets. The review was guided by the Department of Finance’s Resource Management Guide 131 and will also assist in responding to recommendations from the Australian National Audit Office report on the *Management of Commonwealth Parks (June 2019)*.

Our new purpose statement reflects the statutory functions of the Director, as well as publicly articulating our values to a national and international audience:

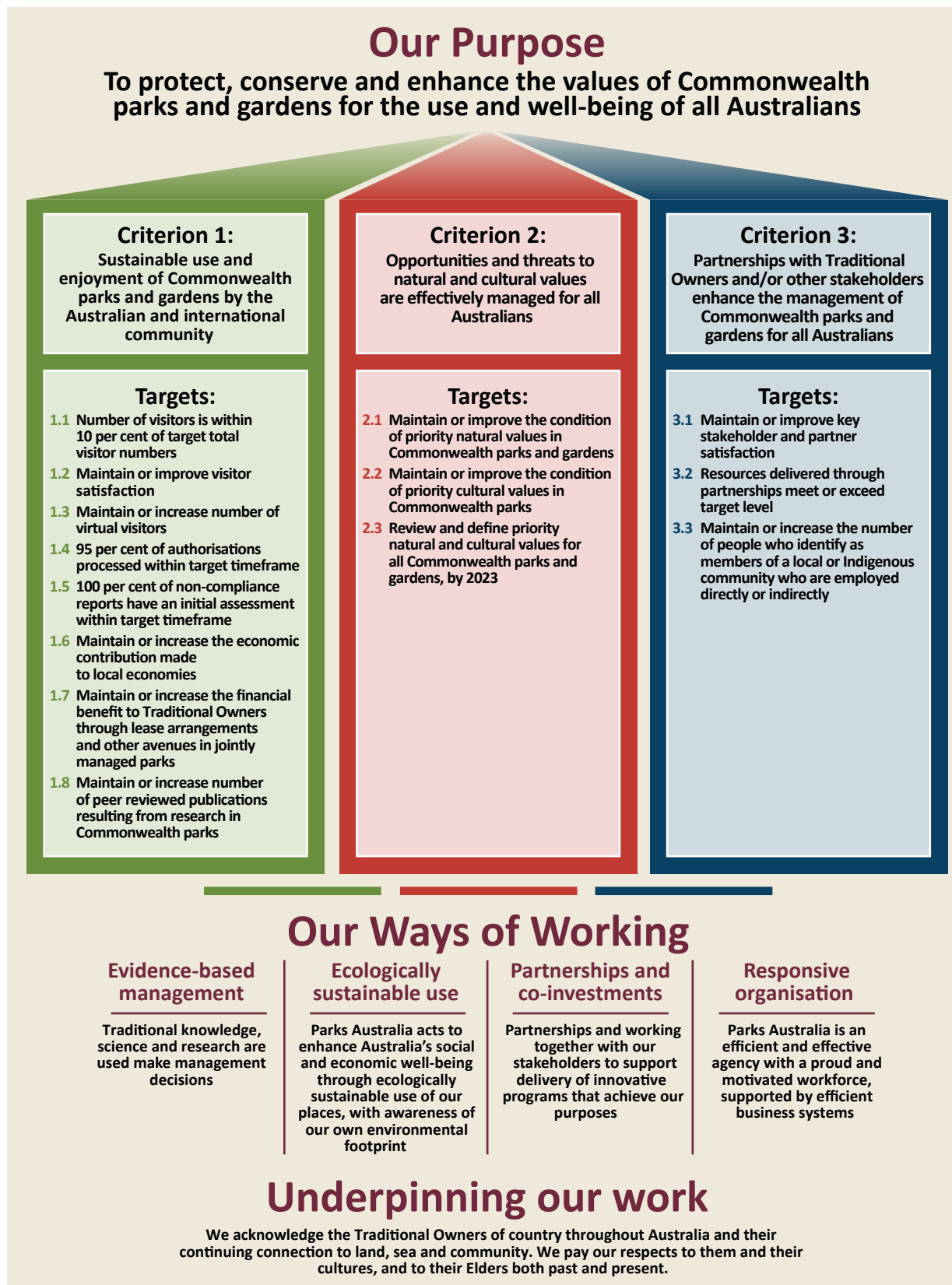
*To protect, conserve and enhance the values of
Commonwealth parks and gardens for the use
and well-being of all Australians*

Our purpose clarifies the need to protect and conserve Commonwealth parks and gardens for the well-being of all Australians and seeks to enhance the conditions of these places through sustainable use and management.

Nested under our purpose are our three new performance criteria and 14 targets (see *Figure 1* and the *Performance criteria* section). Together these present a relevant, reliable and complete performance framework, while our four ‘ways of working’ describe how we plan to achieve our purpose.



Figure 1: Director of National Parks purpose, performance criteria and ways of working





Operating Context

Operating environment

Our places

Australia's natural and cultural heritage is unique. Our land and seascapes are distinctive, home to plants and animals found nowhere else in the world, and to the oldest living cultures on earth. These environments are an essential part of our national identity, and visitors travel from across the country and the world to experience them.

Under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), the Director has responsibility for six national parks, the Australian National Botanic Gardens (ANBG) and 59 Australian Marine Parks; collectively referred to as Commonwealth parks and gardens in this plan (see *Figure 2* and *Table 1*). These are either directly or jointly managed by Parks Australia; a Division of the Department of Agriculture, Water and the Environment (the Department). The Director has delegated all powers and functions in relation to the Heard Island and McDonald Islands Marine Reserve to the Department's Australian Antarctic Division.

At Booderee, Kakadu and Uluru-Kata Tjuta National Parks, significant relationships exist between the natural environment and Traditional Aboriginal Owners. Our work strives to protect and enhance the cultural and economic well-being of Indigenous people in a joint management context. We respect the cultural and spiritual responsibilities of the Traditional Owners for the land and sea we manage together.

Located in the Indian and Pacific oceans, Pulu Keeling, Norfolk and Christmas Island National Parks are home to unique natural and cultural values that we strive to protect and enhance.

The Australian National Botanic Gardens is the nation's largest living collection of Australian native plants and plays a significant role in the conservation and propagation of rare and threatened plants.

We also manage one of the largest networks of marine parks in the world. These protect the diversity of life in our oceans, from astonishing coral reefs in our tropical seas to deep ocean canyons and undersea mountains in temperate marine regions.



Figure 2: Location of Commonwealth parks and gardens

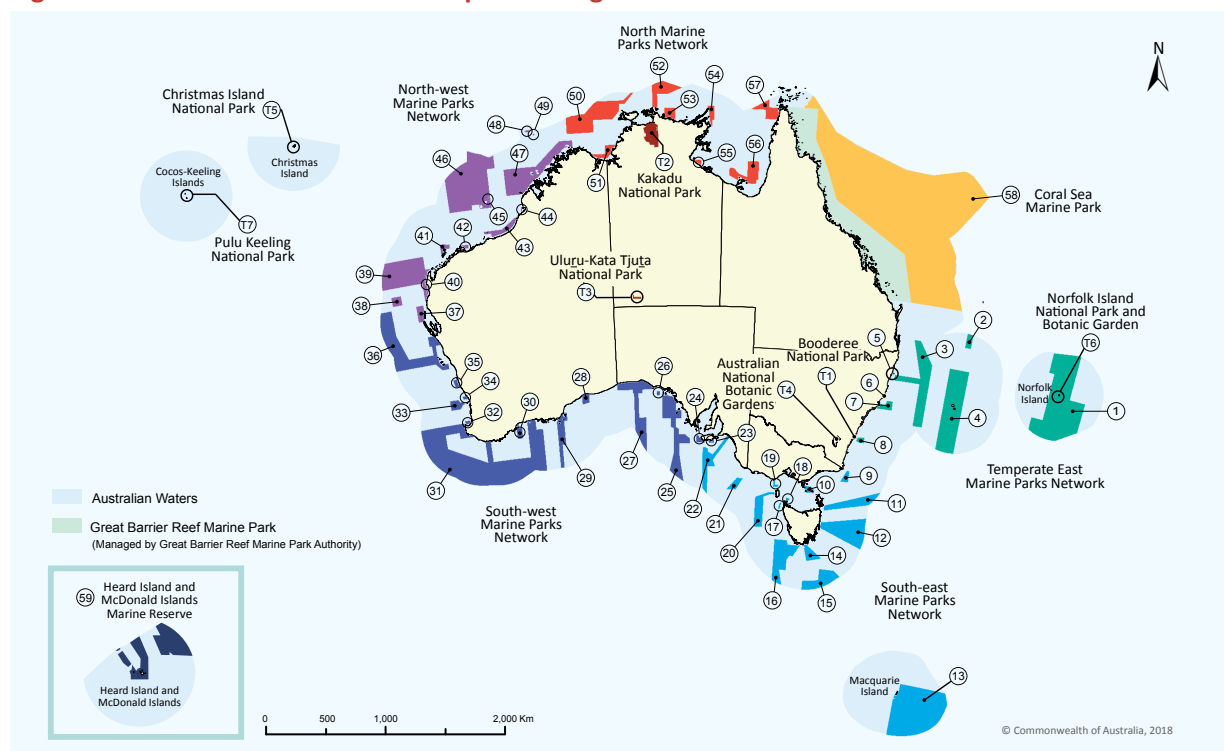


Table 1: Location key

Commonwealth parks and gardens	Map Label	Commonwealth parks and gardens	Map Label	Commonwealth parks and gardens	Map Label
Terrestrial parks and gardens		Commonwealth parks and gardens		Commonwealth parks and gardens	
Booderee National Park	T1	Huon	14	North-west Marine Parks Network	
Kakadu National Park	T2	South Tasman Rise	15	Shark Bay	37
Uluru-Kata Tjuta National Park	T3	Tasman Fracture	16	Carnarvon Canyon	38
Australian National Botanic Gardens	T4	Zeehan	17	Gascoyne	39
Christmas Island National Park	T5	Boags	18	Ningaloo	40
Norfolk Island National Park and Botanic Garden	T6	Apollo	19	Montebello	41
Pulu Keeling National Park	T7	Franklin	20	Dampier	42
Temperate East Marine Parks Network		Nelson	21	Eighty Mile Beach	43
Norfolk	1	Murray	22	Roebuck	44
Gifford	2	South-west Marine Parks Network		Mermaid Reef	45
Central Eastern	3	Southern Kangaroo Island	23	Argo-Rowley Terrace	46
Lord Howe	4	Western Kangaroo Island	24	Kimberley	47
Solitary Islands	5	Western Eyre	25	Ashmore Reef	48
Cod Grounds	6	Murat	26	Cartier Island	49
Hunter	7	Great Australian Bight	27	North Marine Parks Network	
Jervis	8	Twilight	28	Joseph Bonaparte Gulf	50
South-east Marine Parks Network		Eastern Recherche	29	Oceanic Shoals	51
East Gippsland	9	Bremer	30	Arafura	52
Beagle	10	South-west Corner	31	Limmen	53
Flinders	11	Two Rocks	32	Arnhem	54
Freycinet	12	Geographe	33	West Cape York	55
Macquarie Island	13	Perth Canyon	34	Gulf of Carpentaria	56
		Jurien	35	Wessel	57
		Abrolhos	36	Coral Sea Marine Park	
				Heard Island and McDonald Islands Marine Reserve	58
					59



Statutory functions

The Director of National Parks is a Corporate Commonwealth Entity, operating under the EPBC Act. The Director is responsible for the administration of Divisions 4 and 5 of Part 15 of the EPBC Act 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.

Other responsibilities

The Minister for the Environment (the Minister) and the Secretary have also delegated the Director certain Departmental functions that complement the Director's statutory functions. Under these delegations, the Director manages the Australian Biological Resources Study and provides legal certainty for the use of biological resources in research by advising on and maintaining documentary consistency with the Nagoya Protocol. These non-statutory functions fall under the Department's purpose, are presented in its corporate plan and are reported on in its annual report.

The Director (in conjunction with a Board of Management for jointly managed national parks), also has primary responsibility for the preparation of management plans for Commonwealth parks and gardens. These plans must provide for the protection and conservation of the relevant park. A management plan enables the efficient management of a park, helps reconcile competing interests, and identifies priorities for the allocation of available resources.

In addition to statutory functions under the EPBC Act, the Director has a range of obligations under the leases for Booderee, Kakadu, and Uluru-Kata Tjuta National Parks.



External and internal factors

We work in a complex and varied environment and there are numerous internal and external factors that can impact our ability to achieve our purpose. Unprecedented events occurred in Australia and our places in 2019–20, including drought, storms and the most devastating bushfires in recorded history. In addition, the COVID-19 pandemic significantly affected visitation to our parks, research and consultation activities and delivery of operational projects. These events among others, have major and potentially long-lasting impacts on Commonwealth parks and gardens and their associated local communities.

We have the **most influence** over how we conduct our work, who we engage with, how and where we allocate our resources, our approach to risk, and how we implement practical management under management plans. Factors over which we have most control include:

- our response to the changing needs of visitors following the COVID-19 pandemic. While the pandemic creates uncertainty over the specifics of our future operating environment, there are opportunities to evaluate how we attract visitors when borders reopen, and for implementing upgrades in our parks in line with infrastructure/tourism plans and Traditional Owner wishes
- how we respond to threats to natural and cultural values in our parks through development and implementation of Management Plans, and approaches such as our Science Strategy and our Indigenous cultural heritage strategies (e.g. *An-Garragen Strategy 2020–30*)
- technological developments for staff and visitors across our estate through the implementation of the Information & Communications Technology Masterplan in partnership with the Department
- the implementation of policies and procedures to ensure the wellbeing of all staff and visitors, for example our work, health and safety policies and our risk framework.

We have **some influence** over external pressures facing our parks, and how others engage with Government decisions, policies and regulations, and the value they place on our role and our work. Factors that are outside our control that affect our ability to achieve our purpose include:

- macroeconomic and microeconomic factors including domestic recession and international downturn in a context where we must continue to deliver on our key activities
- external pressures on some natural and cultural values from climate change, biodiversity loss, fire, habitat loss and invasive species, drought, pollution, marine debris, illegal unreported and unregulated fishing
- our regional and remote workforce located in diverse and challenging places around the country
- the impact of policy integration following the Machinery of Government change in February 2020, resulting in the formation of the Department of Agriculture, Water and the Environment
- government policy decisions made at a national and state levels that may affect our operation
- the quality of the relationships with Traditional Owners of Commonwealth parks.



Government priorities

We support the Minister to achieve Government priorities:

- to deliver a \$233 million commitment for infrastructure upgrades across our Commonwealth parks and gardens. This investment will create jobs in regional communities, support tourism and local businesses, ensure the safety and wellbeing of our staff, and enhance experiences for visitors
- to contribute to the Government's strategic interests in Northern Australia through delivery of a \$216 million commitment to grow tourism in Kakadu National Park and secure the future of Jabiru
- to support the tourism industry through the COVID-19 pandemic by waiving and reimbursing permit and licence fees for commercial tourism businesses operating in Commonwealth parks and gardens until 31 March 2021. Additionally, we support the Government's 'Holiday Here this Year' campaign (which encourages Australians to holiday domestically) through waiving of park entry fees for visitors to Booderee, Kakadu and Uluru-Kata Tjuta National Parks until 31 December 2020
- to contribute to the Government's digital transformation agenda through development of our Parks Australia Online Services portal and e-commerce platforms
- to reduce regulatory burden by simplifying application and approval processes, providing clear guidance and using best practice examples like the Australian Fisheries Management Authority
- to contribute to a healthy ocean and Australia's blue economy by managing 58 Australian Marine Parks to protect biodiversity and other park values while allowing for ecologically sustainable use.

Capability

Over the next four years we will continue to develop our capability in priority areas in order to deliver key activities and achieve our purpose. Our capability priorities will cover areas such as enhancing our performance measurement and workforce capability, improving visitor infrastructure and experiences, incorporating traditional knowledge and science, and embracing information and communications technology solutions. This will be accomplished through the consistent development and implementation of relevant strategies and plans across our places. Promoting a One Parks Australia approach will enable us to protect, conserve and enhance the values of Commonwealth parks and gardens for the use and well-being of all Australians.

Performance measurement

The Director undertook an internal review in 2019–20 to revitalise our purpose, performance criteria and targets. This was in part following feedback from the Department of Finance and a report from the Australian National Audit Office (June 2019) (see *Purpose* section). The internal review highlighted the need to improve our capability in measuring visitor numbers and satisfaction, compliance and authorisation activities, trends with natural and cultural values, the level of benefits to Traditional Owners and local communities, and the strength of partnerships with our stakeholders.

Our internal *Performance Criteria Implementation Plan 2020–24* sets out the required improvements to implement our new framework, including the development and application of more granular strategies and plans for the areas outlined above. The rollout of our new framework over the next four years will be gradual and involve regular review. This approach will ensure that we are effectively measuring our performance and evaluating how we are achieving our purpose over time.



Visitor infrastructure

Parks Australia is responsible for capital assets including visitor facilities, offices, workshops and staff housing. In line with the Government's investment of \$233 million to deliver infrastructure upgrades across our national parks and at the Australian National Botanic Gardens, we will revitalise essential park infrastructure to ensure the safety and wellbeing of our staff, visitors and local communities.

For example, two plans that aim to improve our visitor infrastructure capability are the *Uluṛu-Kata Tjuṛa National Park Visitor Infrastructure Plan 2020–30*, and the *Kakadu National Park Tourism Master Plan 2020–30*. The Visitor Infrastructure Plan is a strategic planning tool for identifying and prioritising infrastructure projects, while the Tourism Master Plan prioritises the \$216 million Government commitment to grow tourism through improvements in visitor infrastructure and activities. This investment will attract more visitors to Kakadu, encourage and provide meaningful experiences, and contribute to improving social and economic outcomes for Traditional Owners.

Workforce

Our staff have diverse capabilities, skills and lived experience, which make them an essential element to our success. We aim to make improvements to our Work Health and Safety (WHS) culture and recruitment and training pathways to make sure our people stay safe, proud and motivated. Our *Work Health and Safety Strategic Plan* identifies Parks Australia's safety priorities to ensure legislative compliance, improve safety systems, manage incidents, improve health and wellbeing and improve WHS capability. A practical and robust safety environment is important part of Parks Australia's continual improvement and overall culture. The forthcoming *Indigenous Employment Pathways Project* provides specific strategies for recruiting, developing and retaining Aboriginal and Torres Strait Islander staff in our jointly managed parks.

Science and research

Science and research are essential tools for tracking trends in priority natural and cultural values of our protected areas; understanding the social and economic benefits those values provide; and for providing evidence to make management decisions. We work with Traditional Owners to ensure that our scientific priorities address Aboriginal perspectives and provide opportunities for Indigenous people to provide guidance and to participate in science projects. Science and research are therefore central themes for building appropriate capability. The *Parks Australia Science Strategy 2020–25* aims to increase our capability to create and apply knowledge while facilitating collaboration and partnerships. This strategy supports the Director's purpose of understanding, maintaining and enhancing natural and cultural values and the benefits that flow from them.

Information and communications technology (ICT)

We work in remote areas with inherently low connectivity that can cause risk for communication, WHS and emergency response. Because of this, we are committed to improving our Information and Communications Technology capability. Over the last 12 months, our ICT landscape has transformed, with the roll out of the *ICT Masterplan*. In the next four years, we are committed to further software and hardware updates to fully meet changing business requirements and mitigate risk. Upgrading and modernising these systems helps us achieve our purpose by providing staff with the tools necessary to complete our work efficiently and improves our capability for safety.



Cooperation

Given the breadth of functions we undertake and geographical locations we work in, there are a wide diversity of partners, stakeholders and collaborators that make significant contributions to achieving our purpose. Examples of these relationships include:

- **Joint management and Indigenous organisations:** Indigenous communities and associations are at the heart of planning and management activities for sea country and the three jointly managed parks. Booderee, Kakadu and Uluru-Kata Tjuta National Parks are managed jointly by the Director and Traditional Owners through Boards of Management. Additionally, working relationships with partners such as the Central Land Council, Northern Land Council and Wreck Bay Aboriginal Community Council enable priorities to be executed in line with Management Plans.
- **Commonwealth, State and Local Government:** we work closely with partners from all levels of government to undertake management activities and compliance activities, deliver services, monitor and share information and provide emergency responses. For example, the Shires of both Christmas and Cocos (Keeling) Islands contribute support and resources to manage island-wide programs and activities. Similarly, we work with the Australian Fisheries Management Authority through monitoring fishing vessels to protect Australian Marine Park values.
- **Science and research:** research partnerships are vital for the conservation of the values within Commonwealth parks and gardens, and provide information needed to understand the places we manage and make appropriate investment and management decisions. Examples of research organisations that make a significant contribution to achieving our purpose include universities, CSIRO (through the Centre for Australian National Biodiversity Research partnership), the National Environmental Science Program, and the Australian Institute of Marine Science.
- **Industry:** Successful working relationships with industry partners such as tourism associations (e.g. Norfolk Island Accommodation & Tourism Association) and local business operators (e.g. AAT Kings tours in Uluru and Kakadu) contribute to attracting visitors to our parks in order to showcase the spectacular places we protect. They also contribute to the development of employment and development opportunities with local communities.
- **Advisory committees:** multi-sector advisory committees contribute knowledge and experience to advise on the management of our parks or work with us to knowledge share on common themes. For example, we work with six Australian Marine Park Advisory Committees that help to implement management programs and performance measures for each of our marine park networks. Advisory Committees also provide direction and support for the management of Pulu Keeling and Norfolk Island National Parks, while several scientific advisory bodies help guide management of threatened and invasive species on Christmas Island.
- **International:** our partnerships also cross international boundaries in order to share knowledge and to collaborate on best practice management of our places. For example, we contribute to the 'World Flora Online Project' that is building a knowledge bank of global flora and includes plants from our parks and gardens. Additionally, the Marine Protected Area Agency Partnership supports knowledge sharing across international partners for the management of marine protected areas.
- **Volunteers:** community engagement including citizen science and volunteering opportunities enable visitors to contribute their enthusiasm, expertise and capability to help us understand and look after our parks. For example, the Friends of the Australian National Botanic Gardens welcome visitors at the Visitor Centre, lead free guided walks and provide hands-on support in the seed bank and for conservation research programs.



Risk oversight and management

Employees, volunteers and contractors who undertake the Director's business, often operate in remote areas, and within an inherently risky environment. Our workers manage a diverse and multifaceted range of issues in an array of physical, social, cultural and business contexts. The Director is committed to embedding best practice risk management into all business activities to ensure that we can deliver on our objectives. Additionally, we recognise that a proactive approach to risk management remains one of the most important ways that we can look after one another.

The *Director's Risk Management Policy* and Risk Management Framework supports effective risk management across all operations and has been developed in line with section 16 of the PGPA Act and the *Commonwealth Risk Management Policy*. The Framework aims to ensure that we:

- are conscious of the risks to achieving our objectives
- make informed decisions in managing risks
- harness opportunities that may arise from identifying the risks we face.

We all have accountabilities and responsibilities for identifying and managing risks, including provision of high-quality risk assessments in a timely manner and reporting significant risks. To this end, the Director will continue working with the Department in 2020–21 to develop a new risk and incident management system that will better record risks and monitor the implementation of treatment measures. The Director will also continue to receive advice from the Department's Portfolio Audit Committee on the appropriateness of the systems for managing risk, including the way in which Boards of Management engage in risk management activities relating to jointly managed national parks.

Key risks and their management

Outlined in *Table 2* are the key areas of risk which could impact the delivery of the Director's performance, statutory obligations, and/or the achievement of strategic priorities over the period of this Corporate Plan. These key areas of risk will be managed through mitigation strategies and controls which are also presented in the following table.



Table 2: Director of National Parks key risks and risk response

Key risks	Risk response
Degradation of natural and cultural values due to the impact of fire, pollution, climate change, feral animals and weeds	<ul style="list-style-type: none">• Implementation of Management Plans as legislated by the EPBC Act• Implementation of <i>Parks Australia Science Strategy</i>• Implementation of the <i>Director of National Parks Climate Change Statement</i>• Development and Implementation of park specific Cultural Heritage Strategies• Development and implementation of feral animal and weed strategies• Implementation of fire management strategies including cultural burning practices• Consultation with Traditional Owners and Boards of Management• Consultation with multi-sector advisory committees• Ongoing partnerships, relationships and collaborations with research organisations and operational agencies
Budget limitations impact the delivery of quality and timely programs	<ul style="list-style-type: none">• Budget allocation process aligned to Corporate Plan targets• Regular monitoring of operational plans and projects• Identification of additional own source revenue opportunities
Health, safety and security of workers and visitors to our sites	<ul style="list-style-type: none">• Implement the <i>Work Health and Safety Strategic Plan</i>• Develop Work Health and Safety support website• Workplace inspections/checks• Safety training/education• Incident and risk management
Stakeholder expectations are not met	<ul style="list-style-type: none">• Development of the <i>Communications and Stakeholder Management Strategy</i>• Delivering joint management arrangements under park leases• Community engagement• Proactive media management• Media monitoring
Decline in visitor experience at our sites	<ul style="list-style-type: none">• <i>Kakadu National Park Tourism Master Plan 2020–30</i>• <i>Uluṟu-Kata Tjuṯa National Park Visitor Infrastructure Plan 2020–30</i>• Stakeholder consultation• Analysing and responding to visitor survey feedback• Develop and implement Communications Strategy• Implement the Asset management system• Customer-focused online services portal• Simplified application and approval processes
Benefits to Traditional Owners and local communities not delivered	<ul style="list-style-type: none">• Consultation with Joint Boards of Management• Community engagement• Implementation of Management Plans• Indigenous Employment Pathways Project



Performance criteria and key activities

This corporate plan sets out our new purpose and explains how our performance criteria will be measured and assessed, as well as outlining the key activities we will undertake to achieve them. This is designed to achieve transparency and provide meaningful performance information to the Parliament and the public, and to help Parks Australia staff understand how key activities they undertake will assist the Director to achieve his purpose.

Our three new performance criteria and 14 targets combine to produce a relevant, reliable and complete story that address how we will achieve our new purpose. An explanation of the rationale for how each criterion links to the purpose can be found below.

Implementation of the new performance criteria and targets is a gradual process, beginning with this corporate plan and then requiring sustained effort and investment from across the organisation. Over the next four years, we will undertake several activities to improve their relevance, reliability and completeness. These include, but are not limited to:

- continued engagement stakeholders in the implementation and adjustment of criteria and targets as required
- assessment of the resources and investments required to successfully implement the performance criteria and targets
- in 2022, review the implementation of the performance criteria and targets to assess their relevance, reliability and completeness and to recommend improvements, as required.

The following tables represent a rolling four-year plan, which describes the new performance criteria and targets, as well as the related high-level key activities we will implement to achieve them.



Performance Criterion 1: Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community

Rationale link to purpose: Criterion 1 aligns with the ‘use and well-being’ component of our purpose, encompassing the sustainable use of parks and gardens by visitors, Traditional Owners, staff, researchers and others. This criterion also reports on the management and enhancement of socio-economic values in Commonwealth parks to benefit local communities.

Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.1	Number of visitors is within 10 per cent of target total visitor numbers			
Rationale link to criterion	This target is a measure of how many people visit our parks and gardens and can be used to infer if these places are attracting visitors and being used sustainably.			
Method	<p>This target currently includes visitor numbers for six of our seven terrestrial parks and gardens (Booderee, Kakadu, Uluru-Kata Tjuta, Christmas Island and Norfolk Island National Parks and the Australian National Botanic Gardens). No reporting occurs for Pulu-Keeling National Park given its remoteness and minimal visitation. Additionally, visitor numbers are not currently collected for our 58 Australian Marine parks. A methodology for capturing marine visitors through commercial tour operators will be formulated over the 2020–21 reporting year, with the intention of reporting on select marine parks from 2021–22.</p> <p>Visitor numbers are counted through online and physical ticket sales, car counters, camping passes, tour bus numbers and externally sourced data (commercial tour operators and tourism associations). These numbers are aggregated for the six places to produce a total number of visitors in the financial year.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Terrestrial: visitor numbers are ± 5 per cent of 990,993	Terrestrial: visitor numbers are ± 5 per cent of 2020–21 Marine: record baseline for specific parks	Terrestrial: visitor numbers are ± 5 per cent of 2021–22 Marine: visitor numbers are ± 5 per cent of 2021–22	Terrestrial: visitor numbers are ± 5 per cent of 2022–23 Marine: visitor numbers are ± 5 per cent of 2022–23
	Baseline: 990,993 people visited our terrestrial parks and gardens in 2019–20.			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.2	Maintain or improve visitor satisfaction			
Rationale link to criterion	This target is a measure of the visitor enjoyment of experiences in terrestrial parks and gardens. It encompasses the quality of visitor-related management activities including visitor experiences, infrastructure, facilities and maintenance.			
Method	<p>This target currently collects visitor satisfaction information for six of our seven terrestrial Commonwealth parks and gardens (Booderee, Kakadu, Uluru-Kata Tjuta, Christmas Island and Norfolk Island National Parks and the Australian National Botanic Gardens,). No reporting occurs for Pulu-Keeling National Park given its minimal visitation, or for our 58 Australian Marine parks. A methodology for capturing visitor numbers in Australian Marine Parks through commercial tour operators will be formulated over the 2020–21 reporting year, with the intention of reporting in select parks from 2021–22.</p> <p>Methodologies for capturing visitor satisfaction vary between our places to account for their unique operating environments. However, each place uses a 5-point scale (1 = ‘very dissatisfied’, 2 = ‘dissatisfied’, 3 = ‘neutral’, 4 = ‘satisfied’, 5 = ‘very satisfied’) which is delivered via email after online purchases, or through physical on-site surveys.</p> <p>The visitor satisfaction rate for each place is reported as per cent of visitors who identify as being ‘satisfied’ or ‘very satisfied’. The visitor satisfaction rate for each place is then aggregated to obtain an overall visitor satisfaction rate for our parks and gardens in the financial year.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Terrestrial: visitor satisfaction rate is equal to or greater than 95 per cent	Terrestrial: visitor satisfaction rate is equal to or greater than 2020–21 Marine: record baseline for specific parks	Terrestrial: visitor satisfaction rate is equal to or greater than 2021–22 Marine: visitor satisfaction rate is equal to or greater than 2021–22	Terrestrial: visitor satisfaction rate is equal to or greater than 2022–23 Marine: visitor satisfaction rate is equal to or greater than 2022–23
	Baseline: 95 per cent of visitors were ‘satisfied’ or ‘very satisfied’ with their visit to our terrestrial parks and gardens in 2019–20.			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.3	Maintain or increase number of virtual visitors			
Rationale link to criterion	This target is a measure of digital engagement with the Parks Australia websites and social media channels to assess marketing and media reach. This digital engagement facilitates public enjoyment of the natural and cultural values of Commonwealth parks and gardens by the Australian and international community.			
Method	<p>This target is a direct measure of the number of virtual visitors to specific Parks Australia websites and social media platforms (Instagram, Twitter and Facebook). Data is collected through Google analytics.</p> <p>A 'virtual visitor' is defined as an individual view of our website pages, and individual post impressions on our social media platforms. These measures count individual views, not individual persons interacting with Parks Australia in a digital medium.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Websites: virtual visitor numbers are equal to or greater than 4 million	Websites: virtual visitor numbers are equal to or greater than 2020–21	Websites: virtual visitor numbers are equal to or greater than 2021–22	Websites: virtual visitor numbers are equal to or greater than 2022–23
	Social media: virtual visitor numbers are equal to or greater than 7.2 million	Social media: virtual visitor numbers are equal to or greater than 2020–21	Social media: virtual visitor numbers are equal to or greater than 2021–22	Social media: virtual visitor numbers are equal to or greater than 2022–23
Baseline: the Parks Australia websites and social media platforms had 4 million and 7.2 million virtual visitors in 2019–20 respectively.				



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.4	95 per cent of authorisations processed within target timeframe			
Rationale link to criterion	This target is a measure of the time taken by Parks Australia staff to process licences and permits for Commonwealth parks and gardens. This target seeks to highlight the importance of authorisations in the sustainable use of our places, the significance of a smooth authorisation transaction for stakeholders, while also being a vital measure of internal efficiency.			
Method	<p>This target measures the time taken by Parks Australia to process authorisations, from the point of receipt of application to the point of issue or refusal, not including time taken for ‘stop the clock’ actions (consultation or requests for further information). Currently this is reported only for Australian Marine Parks. A methodology for capturing authorisation timeframes for terrestrial Commonwealth parks and gardens will be formulated over the 2020–21 reporting year, with the intention of reporting from 2021–22.</p> <p>‘Authorisations’ are defined as any type of approval or authority that Parks Australia issues to park users, allowing them to undertake an activity in our places. This includes licences and permits for activities including but not limited to tourism, research, recreational activities and media.</p> <p>The target is reported as the percentage of authorisations processed within a target timeframe of 40 business days (not including time for ‘stop the clock’ actions).</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Marine: 95 per cent of authorisations processed within 40 business days	Marine: 95 per cent of authorisations processed within 40 business days	Marine: 95 per cent of authorisations processed within 40 business days	Marine: 95 per cent of authorisations processed within 40 business days
	Terrestrial: establish methodologies for authorisation timeframes	Terrestrial: 95 per cent of authorisations processed within 40 business days	Terrestrial: 95 per cent of authorisations processed within 40 business days	Terrestrial: 95 per cent of authorisations processed within 40 business days
	Baseline: the proportion of Australian Marine Park authorisations processed within 40 business days will be set in 2020–21.			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.5	100% of non-compliance reports have an initial assessment within target timeframe			
Rationale link to criterion	This target is a measure of the time taken to evaluate non-compliance reports within Commonwealth parks and gardens. This target seeks to highlight the importance of compliance within our places to ensure that they are enjoyed sustainably by our Australian and international visitors.			
Method	<p>This target measures the time taken by Parks Australia to evaluate reports of non-compliance, from the moment of receipt to the point at which a decision is made and recorded in the incident register. 'Non-compliance reports' are defined as a notification to Compliance Officers of any conduct that is identified as allegedly, apparently, or potentially breaching the law in any Commonwealth park or garden.</p> <p>Initial assessment begins when incidents are either witnessed by or reported to Park staff. In cases of 'no further action' or 'immediate resolution' the initial assessment ends when all details are recorded in a database and the decision noted. In incidents that are 'escalated', the initial assessment ends when details of a Penalty Infringement Notice are recorded in a database.</p> <p>The target is reported as the percentage of non-compliance reports assessed within a target timeframe of 30 business days.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	100 per cent of reports assessed within 30 business days	100 per cent of reports assessed within 30 business days	100 per cent of reports assessed within 30 business days	100 per cent of reports assessed within 30 business days
	Baseline: the proportion of non-compliance reports assessed within 30 business days will be set in 2020–21.			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.6	Maintain or increase the economic contribution made to local economies			
Rationale link to criterion	This target is a measure of the economic contribution the Director makes to the local economies where Commonwealth parks and gardens are located. Economic benefits are an indication of the outcome of sustainable use in our places. Additionally, many Commonwealth parks and gardens are in remote locations, where they are a primary contributor to the well-being of the local economy.			
Method	<p>For 2020–21, we will set a baseline using a proxy measure of the Director’s contribution to the local economy through investment at each park. This includes money that can be attributed to a park through operational budget allocation, contracts with local businesses/organisations, through programs and MoU’s, and through amounts paid to Parks Australia employees (excluding our Canberra and Hobart offices). Dollar amounts will be adjusted according to Consumer Price Index where relevant.</p> <p>For future years, we will establish reporting mechanisms that measure the total financial contribution made to local economies. Establishing these mechanisms will initially involve commissioning feasibility studies and economic models to formulate reliable economic metrics from relevant and reliable data streams.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Proxy: record baselines Economic models: develop models	Proxy: the economic contribution is equal to or greater than 2020–21 Economic models: record baselines	Economic models: the economic contribution is equal to or greater than 2021–22	Economic models: the economic contribution is equal to or greater than 2022–23
	Baseline: the amount paid to Parks Australia employees and contributed to local businesses/organisations and programs will be set in 2020–21.			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.7	Maintain or increase the financial benefit to Traditional Owners through lease arrangements and other avenues in jointly managed parks			
Rationale link to criterion	This target is a measure of the dollar value of financial benefits to Traditional Owners through lease arrangements and other avenues in jointly managed Parks. This target reflects one component of Parks Australia's purpose to contribute to the well-being of all Australians.			
Method	<p>The partnership between Traditional Owners and the Director in jointly managed parks (Booderee, Kakadu and Uluru-Kata Tjuta National Parks) includes a lease arrangement. Each lease sets out the financial benefits that will be paid to Traditional Owners for lease (or use) of the land, as well as a proportion of fees collected from visitors and other authorisations made for activities conducted in the Parks. Dollar amounts will be adjusted according to Consumer Price Index where relevant.</p> <p>For 2020–21, we will measure payments made under the lease arrangement through the Parks finance system. For forward years, other identified avenues may be included.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	<p>Lease arrangement: the financial benefits are equal to or greater than 2019–20</p> <p>Other avenues: avenues of other financial benefits identified</p>	<p>Lease arrangement: the financial benefits are equal to or greater than 2020–21</p> <p>Other avenues: record baselines</p>	<p>Lease arrangement: the financial benefits are equal to or greater than 2021–22</p> <p>Other avenues: the financial benefits are equal to or greater than 2021–22</p>	<p>Lease arrangement: the financial benefits are equal to or greater than 2022–23</p> <p>Other avenues: the financial benefits are equal to or greater than 2022–23</p>
	Baseline: \$5,103,290 was paid to Traditional Owners through lease arrangements in 2019–20.			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Target 1.8	Maintain or increase number of peer reviewed publications resulting from research in Commonwealth parks			
Rationale link to criterion	This target is a measure of the number of peer-reviewed publications produced from research conducted in Commonwealth parks. This target is a direct measure of the contribution of our protected areas to academia and is a proxy measure for the improved understanding of values in Commonwealth parks which informs better management.			
Method	<p>Publications related to Commonwealth parks will be catalogued from Google Scholar alerts of key terms, from targeted searches and from scientific networks.</p> <p>In 2020–21, research will only be catalogued for terrestrial parks (excluding the ANBG). During this time, other priority research areas (e.g. marine, cultural heritage, socioeconomic) will be identified and appropriate scope and methodologies will be developed. The aim will be to report on publication numbers for all parks and gardens and research areas in future years.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Terrestrial publications: the number of publications catalogued are equal to or greater than 35 Priority research: other priority research areas identified	Terrestrial publications: the number of publications catalogued are equal to or greater than 2020–21 Priority research: record baseline	All publications: the number of publications catalogued are equal to or greater than 2021–22	All publications: the number of publications catalogued are equal to or greater than 2022–23
	Baseline: 35 peer reviewed publications resulting from research in terrestrial Commonwealth parks were published in 2019–20.			



Key activities for criterion 1

Key activities for this criterion are significant programs or areas of work that assist the Australian and international communities to sustainably use and enjoy Commonwealth parks and gardens.

Key activity	Relation to criterion	2020–21	2021–22	2022–23	2023–24
Deliver the Parks Australia Digital Refresh Project to upgrade digital marketing platforms including website, visitor apps, and digital asset management system	Upgrading digital platforms will help us to improve visitor satisfaction and better measure achievement of our visitor related performance targets	✓			
Develop a Parks Australia compliance framework and coordinate the development and implementation of plans, policies, and standard operating procedures that support terrestrial park compliance activities	Development of a compliance framework seeks to improve compliance management and operational consistency across all terrestrial parks	✓	✓	✓	✓
Continue to provide informed and educational experiences in the discovery, visitor and cultural centres at Booderee, Kakadu, Uluru-Kata Tjuṯa, and Norfolk Island National Parks and the Australian National Botanic Gardens	Providing up-to-date information about visitor sites promotes the park as and offers employment opportunities for community members	✓	✓	✓	✓
Develop and implement a <i>Visitor Research Strategy</i> to improve and expand visitor data and insights	This strategy aims improve Parks Australia's visitor reporting including visitor data, satisfaction and insights.	✓	✓	✓	✓
Update the Parks Australia Sustainable Tourism Overview	This overview will support the sustainable use of our parks and gardens	✓			



Performance Criterion 2: Opportunities and threats to natural and cultural values are effectively managed for all Australians

Rationale link to purpose: Criterion 2 aligns with the protection, conservation and enhancement component of our purpose. This will be done in a way to actively manage the condition of natural and cultural values of Commonwealth parks and gardens in line with national and international best practice guidelines.

Criterion 2	Opportunities and threats to natural and cultural values are effectively managed for all Australians			
Target 2.1	Maintain or improve the condition of priority natural values in Commonwealth parks and gardens			
Rationale link to criterion	This target is a measure of the condition of priority natural values across Commonwealth parks and gardens. 'Priority values' are defined as the ecological attributes that are most highly valued and require maintenance or enhancement or further protections. This target is a proxy measure of how healthy our ecosystems and natural values are; and is a key component of protecting, conserving and enhancing the natural and cultural values of Commonwealth parks and gardens.			
Method	<p>Data on priority natural values (e.g. species, ecosystems) will be collected through field surveys that are tailored in method and frequency to the natural value. Data from these surveys will then be used to assess the condition of the natural value on a 5-point scale from 'very poor' to 'very good'. The thresholds for each scale will be set for each individual value based on best available ecological knowledge and conservation goals. Baselines for each value will be determined either in advance or using the first year of data. This will enable changes to be reported over time.</p> <p>The condition assessment for each natural value will be aggregated to provide an individual park/garden rating and aggregated again to provide a rating for all Commonwealth parks and gardens.</p> <p>During 2020–21 we will report on priority natural values for terrestrial parks and gardens only. Marine park values require prioritisation as per Target 2.3. The number of priority natural values to be assessed will increase in future years as baselines develop for all our places.</p>			
Measure	2020–21	2020–21	2020–21	2020–21
	Record baseline	The condition assessment rating for priority natural values in Commonwealth parks and gardens is maintained or improved	The condition assessment rating for priority natural values in Commonwealth parks and gardens is maintained or improved	The condition assessment rating for priority natural values in Commonwealth parks and gardens is maintained or improved
	Baseline: the baseline condition assessment rating for priority natural values in Commonwealth parks and gardens will be set in 2020–21.			



Criterion 2	Opportunities and threats to natural and cultural values are effectively managed for all Australians			
Target 2.2	Maintain or improve the condition of priority cultural values in Commonwealth parks			
Rationale link to criterion	This target is a measure of the condition of priority cultural values across Commonwealth parks. ‘Priority values’ are defined as the cultural and heritage attributes that are most highly valued and require maintenance or enhancement. This target is a proxy measure of how well we manage tangible and intangible cultural values; and is a key component of protecting, conserving and enhancing the natural and cultural values of Commonwealth parks.			
Method	<p>Data on priority cultural values will be collected through consultation with Traditional Owners, field surveys and site inspections that are tailored in method and frequency to the cultural value. Data from these surveys will then be used to assess the condition of the cultural value on a 5-point scale from ‘very poor’ to ‘very good’.</p> <p>The thresholds for each scale will be set for each individual value based on best available data, knowledge and conservation goals. Baselines for each value will be determined either in advance or using the first year of data. This will enable changes to be reported over time.</p> <p>The condition assessment for each cultural value will be aggregated to provide an individual park rating and aggregated again to provide a rating for all Commonwealth parks.</p> <p>During 2020–21 we will report on priority cultural values for our terrestrial parks (excluding the Australian National Botanic Gardens). Australian Marine Park values require prioritisation as per Target 2.3. The number of priority cultural values to be assessed will increase in future years as baselines develop for all of our commonwealth parks.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Record baseline	The condition assessment rating for priority cultural values in Commonwealth parks is maintained or improved	The condition assessment rating for priority cultural values in Commonwealth parks is maintained or improved	The condition assessment rating for priority cultural values in Commonwealth parks is maintained or improved
	Baseline: the baseline condition assessment rating for priority cultural values in Commonwealth parks will be set in 2020–21.			



Criterion 2	Opportunities and threats to natural and cultural values are effectively managed for all Australians			
Target 2.3	Review and define priority natural and cultural values for all Commonwealth parks and gardens, by 2023			
Rationale link to criterion	This target is a measure of the proportion of Commonwealth parks and gardens that have reviewed their natural and cultural values and defined their priority values. Understanding the priority natural and cultural values of Commonwealth parks and gardens is essential for condition reporting to ensure opportunities and threats are effectively managed.			
Method	<p>Priority natural and cultural values have been identified for our terrestrial parks and gardens (Targets 2.1 and 2.2), however as management plans commenced for 44 Australian Marine Parks in 2018, values for these areas still need to be defined. This target will therefore focus solely on the review and identification of priority values for our 58 Australian Marine Parks.</p> <p>Data will be collected primarily through field surveys, site inspections and consultation with Traditional Owners, which will be tailored in method and frequency to the value. The data will then be used to prioritise and define specific natural and cultural values to maximise management efficiency and cost effectiveness.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Natural: undertake work to allow definition of priority values in Australian Marine Parks	Natural: priority values defined for 33 per cent of Australian Marine Parks	Natural: priority values defined for 66 per cent of Australian Marine Parks	Natural: priority values defined for 100 per cent of Australian Marine Parks
	Cultural: undertake work to allow definition of priority values in Australian Marine Parks	Cultural: priority values defined for 33 per cent of Australian Marine Parks	Cultural: priority values defined for 66 per cent of Australian Marine Parks	Cultural: priority values defined for 100 per cent of Australian Marine Parks
	Baseline: the percentage of Australian Marine Parks with defined priority cultural and natural values will be set in 2021–22.			



Key activities for criterion 2

Key activities for this criterion are significant programs or areas of work that assist us to effectively manage opportunities and threats to natural and cultural values in our parks and gardens.

Key activity	Relation to criterion	2020–21	2021–22	2022–23	2023–24
Commission and influence research to establish environmental, social and economic baselines and build knowledge about Australian Marine Parks and park management	Contracted research focuses on identifying values in parks and protect, conserve and enhance values in parks	✓	✓	✓	✓
Develop Phase 2 Australian Marine Park Science Atlas content	Provides up-to-date information about our parks to internal and external stakeholders	✓	✓	✓	✓
Develop and evaluate programs for monitoring biodiversity across the Parks Australia Estate	Improvements in our ability to detect changes in natural values will improve the effectiveness of management	✓	✓	✓	✓
Review and update the Environmental Impact Assessment process with a Parks Australia policy statement	Improves consistency of approach to environmental impact assessment in Commonwealth parks and gardens, with a clear, effective and legally sound process that protects park values and gives certainty for proponents	✓			
Develop and implement priorities for Cultural Heritage Management and undertake activities under the direction of Traditional Owners and the Boards of Management	Defining priorities and undertaking activities with Traditional Owners and communities will protect cultural heritage values	✓	✓	✓	✓



Performance Criterion 3: Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians

Rationale link to purpose: Criterion 3 acknowledges the key role of partnerships with Traditional Owners and other stakeholders in our purpose to protect, conserve and enhance the management of Commonwealth parks and gardens.

Criterion 3	Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians			
Target 3.1	Maintain or improve key stakeholder and partner satisfaction			
Rationale link to criterion	This target is a measure of the overall satisfaction level of key stakeholders and partners with the Director's management of Commonwealth parks and gardens. Satisfaction is an indication of the strength and effectiveness of partnerships that enhance management.			
Method	Surveys will be conducted confidentially with the Friends of the ANBG, Australian Marine Parks Advisory Committees, Island Park Committees, and the Boards of Management at jointly managed parks. Each partner will be asked ' <i>On a scale of 1–10, how satisfied are you with Parks Australia's management of [park/garden]?</i> ' with 1–2 = 'Very unsatisfied', 3–4 = 'Unsatisfied', 5–6 = 'Somewhat satisfied', 7–8 = 'Satisfied', 9–10 = 'Very satisfied'. The partner satisfaction rate for each group is reported as a percentage of respondents who identify as being 'satisfied' or 'very satisfied'. The partner satisfaction rating for each group is then aggregated to obtain an overall partnership satisfaction rate for all partners in the financial year.			
Measure	2020–21	2021–22	2022–23	2023–24
	Record baseline	The partner satisfaction rate is equal to or greater than 2020–21	The partner satisfaction rate is equal to or greater than 2021–22	The partner satisfaction rate is equal to or greater than 2022–23
	Baseline: the partner satisfaction rate baseline to be set in 2020–21.			



Criterion 3	Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians			
Target 3.2	Resources delivered through partnerships meet or exceed target level			
Rationale link to criterion	This target is a measure of the financial resources delivered to Parks Australia through partnerships. It reflects how well our partnerships function, and if we are maximising opportunities to work with partners to enhance the management of Commonwealth parks and gardens.			
Method	<p>For 2020–21, we will measure the dollar value of delivered resources from partnerships as revenue and donations, aggregated for all Commonwealth parks and gardens. Dollar amounts will be adjusted according to Consumer Price Index where relevant.</p> <p>For forward years, delivered resources from partnerships will also include in-kind contributions. Other avenues of resource delivery may also be identified for reporting in future years.</p> <p>Revenue: from commercial partnerships (including tourism, activity and business licenses), scientific and research partnerships</p> <p>Donations: philanthropic donations through any organisation or trust</p> <p>In-kind contributions: goods, services or resources offered at no-cost or a discounted rate</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Record baseline	Resources delivered through partnerships are equal to or greater than 2020–21	Resources delivered through partnerships are equal to or greater than 2021–22	Resources delivered through partnerships are equal to or greater than 2022–23
	Baseline: the amount delivered through partnerships across all Commonwealth parks and gardens will be set in 2020–21.			



Criterion 3	Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians			
Target 3.3	Maintain or increase the number of people who identify as members of a local or Indigenous community who are employed directly or indirectly			
Rationale link to criterion	This target is a measure of the number of people who identify as members of local or Indigenous communities that are employed directly or indirectly by a Commonwealth park. This target reflects the level of local community representation in the management activities of Commonwealth parks.			
Method	<p>Over the next year we will measure the number of directly employed staff who self-identify as members of a local community (at Christmas Island, Pulu Keeling and Norfolk Island National Parks) or as members of an Indigenous community (at Booderee, Kakadu and Uluru-Kata Tjuta National Parks). This data will then be aggregated to provide a total number self-identified staff for Commonwealth parks.</p> <p>In 2020–21 we will develop a centralised reporting system that requires contracted business and operators to report if they indirectly employ staff who self-identify as a member of a local or Indigenous community. For future years, the number of directly and indirectly employed self-identified staff will be collected and reported.</p>			
Measure	2020–21	2021–22	2022–23	2023–24
	Direct: record baseline	Direct: number of self-identified staff employed is equal to or greater than 2020–21 Indirect: record baselines	Direct: number of self-identified staff employed is equal to or greater than 2021–22 Indirect: number of self-identified staff employed is equal to or greater than 2021–22	Direct: number of self-identified staff employed is equal to or greater than 2022–23 Indirect: number of self-identified staff employed is equal to or greater than 2022–23
	Baseline: the baseline for self-identified staff to be set in 2020–21.			



Key activities for criterion 3

Key activities for this criterion are significant programs or areas of work that enhance the management of Commonwealth parks and gardens through partnerships with Traditional Owners and/or other stakeholders.

Key activity	Relation to criterion	2020–21	2021–22	2022–23	2023–24
Build partnerships with Traditional Owners and Indigenous communities to manage country in jointly managed parks/sea country, and to facilitate participation in park management activities	Partnerships with Traditional Owners and Indigenous groups support identification and management of Indigenous cultural and natural values in Commonwealth parks	✓	✓	✓	✓
Establish and Implement the CANBR Partnership Agreement 2020–30	Sets in place the ongoing agreement for shared services between the Director and CSIRO for Australian plant biodiversity research and knowledge	✓	✓	✓	✓
Enhance the decision making and governance capabilities of Boards of Management and Traditional Owner input into decision making	Enhanced decision making and governance capabilities will help ensure a valuable contribution to park management	✓	✓	✓	✓
In partnership with the Boards of Management, identify and seek solutions that support improved management level opportunities for Indigenous personnel	Working with Traditional Owners and local communities improves governance and better reflects and achieves Indigenous aspirations and priorities	✓	✓		
Promote the National Parks Conservation Trust to explore innovative funding opportunities for Commonwealth parks and gardens	Targeted campaigns generate funding for strategic conservation and education priorities	✓	✓	✓	✓
Develop and implement the Indigenous Employment and Education Pathway Project	Increases employment of Indigenous Australians to meet Traditional Owner expectations in our Jointly Managed Parks, while also supporting government priorities to improve Indigenous employment outcomes	✓	✓	✓	✓



Cross cutting key activities

These key activities are significant programs or areas of work that contribute to the achievement of any combination of our three performance criteria.

Key activity	2020–21	2021–22	2022–23	2023–24
Deliver the \$233 million Government investment into Parks Australia for infrastructure upgrades across our national parks and at the Australian National Botanic Gardens	✓	✓	✓	
Deliver the \$216 million commitment to grow tourism within Kakadu National Park and support the post mining future of Jabiru township	✓	✓	✓	✓
Undertake an internal review of lease obligations in the jointly managed national parks	✓			
Develop and implement a monitoring, evaluation reporting and improvement (MERI) framework applicable to all Commonwealth parks and gardens	✓	✓	✓	✓
Complete the preparation of the: <ul style="list-style-type: none"> • Uluru-Kata Tjuta National Park Management Plan 2020–30 • Norfolk Island National Park and Botanic Gardens Management Plan 2020–30 	✓ ✓			
Undertake a technical audit of the following management plans, and prepare their replacements: <ul style="list-style-type: none"> • Australian National Botanic Garden Management Plan 2012–22 • South East marine reserves Management Plan 2013–23 • Christmas Island National Park Management Plan 2014–24 	✓ ✓ ✓	✓ ✓ ✓	✓	✓
Develop, curate and manage scientific collections to international best practice (including the Australian National Herbarium, the Australian Plant Image Index collection, the Australian National Botanic Gardens living collection, and the National Seed Bank collection)	✓	✓	✓	✓
Identify potential opportunities to increase Australia’s marine park coverage	✓	✓		
Implement Australian Marine Parks management plans and associated management programs to protect and conserve natural, cultural and heritage values of the parks; and allow for ecologically sustainable use and enjoyment of the natural resources in the parks	✓	✓	✓	✓
Implement the Fisheries Assistance and User Engagement Package	✓	✓		



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