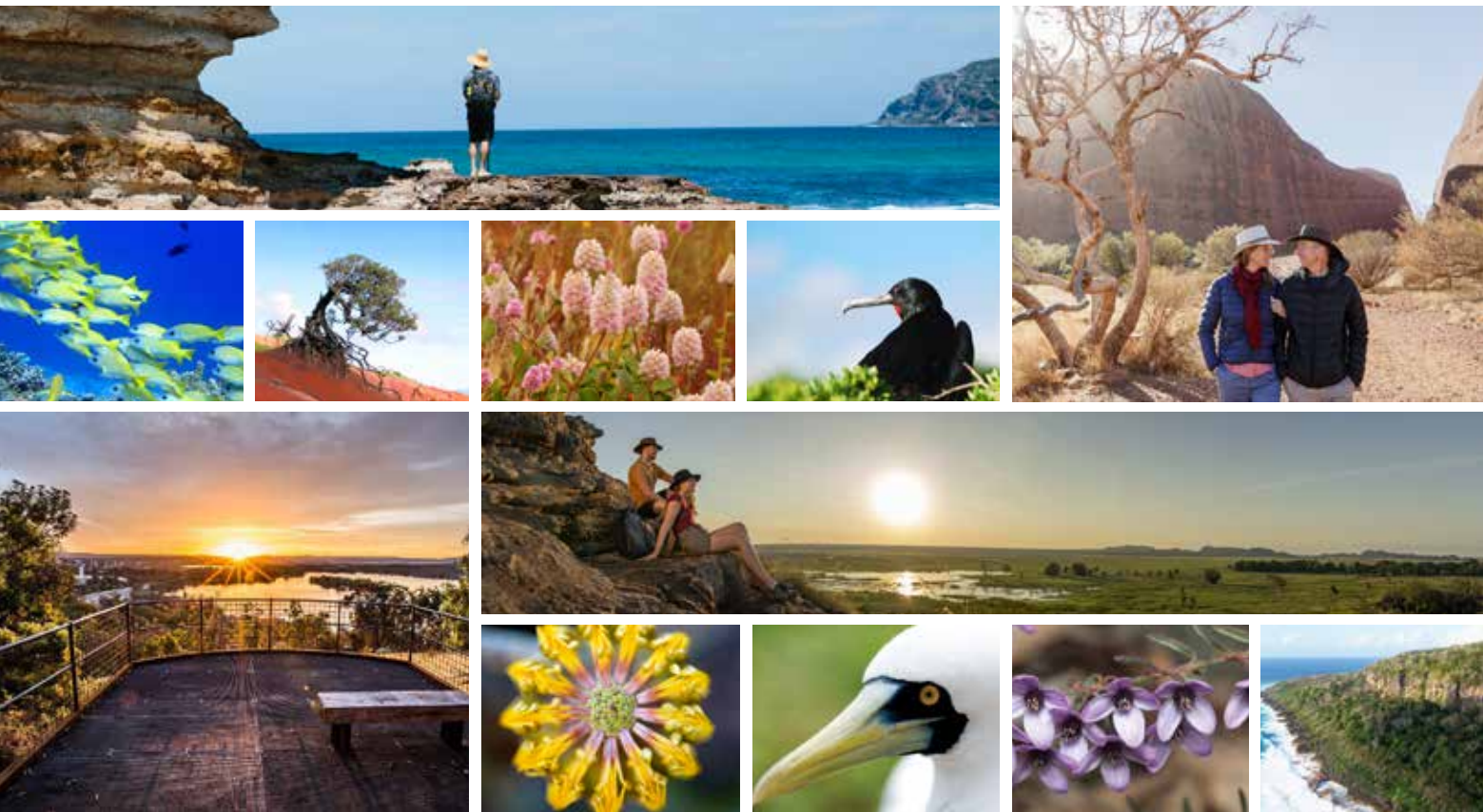


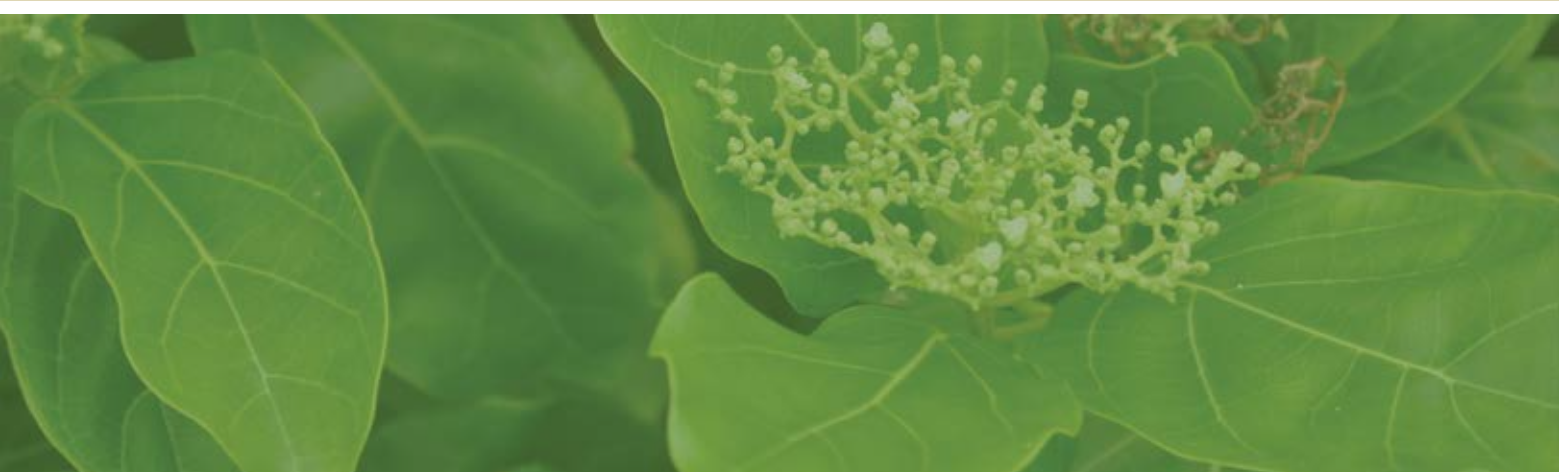


**Australian Government**  
**Director of National Parks**



# **Director of National Parks**

## **Corporate Plan 2021–2022**





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## Foreword

This is the Director of National Parks Corporate Plan for 2021–22, which sets out what the agency intends to achieve over the next four years (2021–22 to 2024–25).

This is the seventh corporate plan for the Director of National Parks (the Director).

Our purpose statement reflects the statutory functions of the Director as well as publicly articulates our values to a national and international audience. Our purpose is:

*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 performance criteria and 14 measures (see *Figure 1* and the performance criteria and key activities 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.

We are on a change journey that will bring both challenges and opportunities. We have a lot to be proud of, with significant recent investment in our parks and gardens. There is much work to do and I am excited to lead the agency through this time.

Our people are our agency’s most valuable assets. Parks Australia remains dedicated to the conservation of the natural and cultural values across all our national parks, marine parks and botanic gardens for all Australians.

We respect the Traditional Owners of Uluru-Kata Tjuṯa, Kakadu and Booderee National Parks and recognise their knowledge in protecting country and culture for future generations.

**Jody Swirepik**  
Acting Director of National Parks

## Statement of Preparation

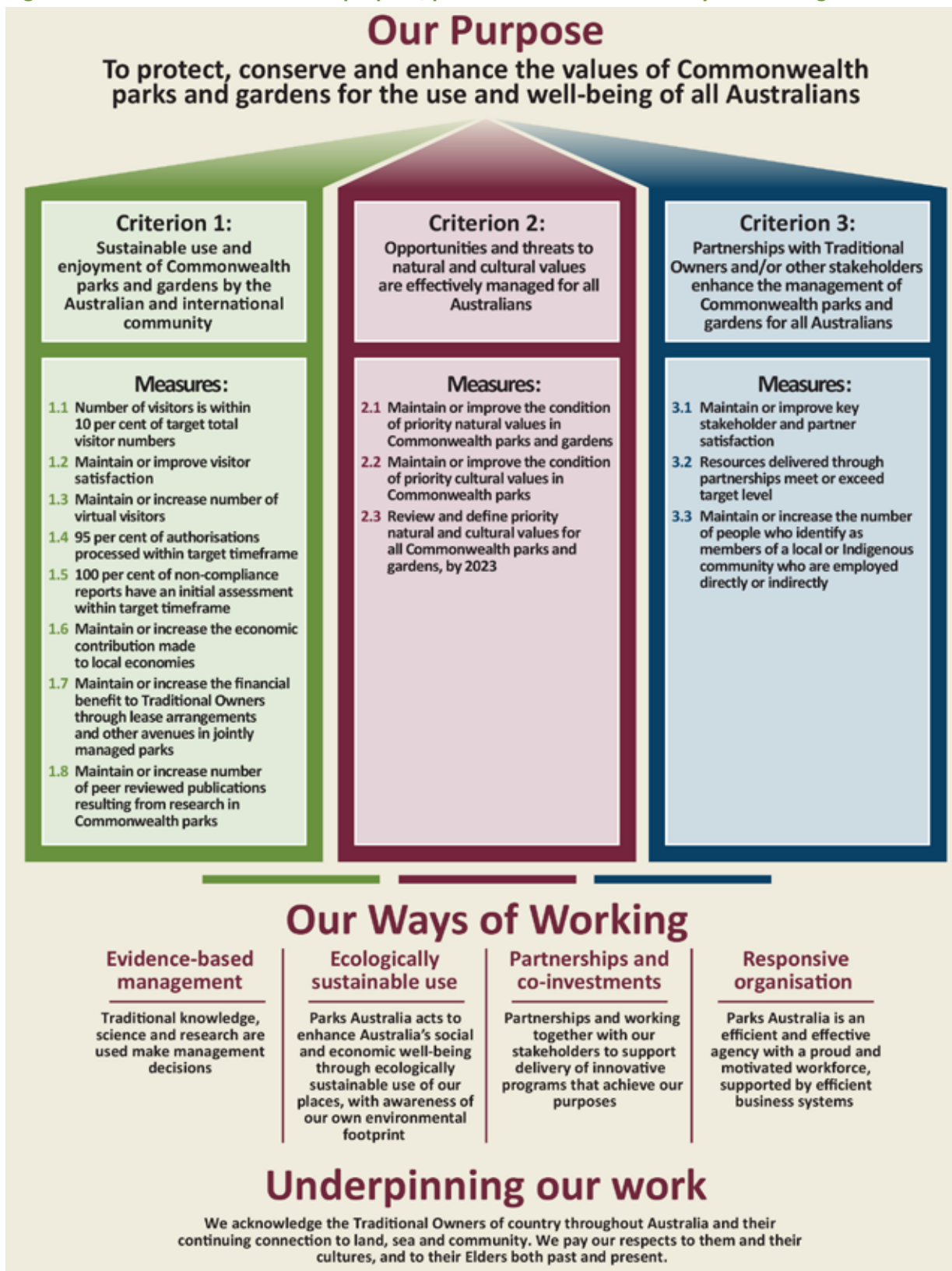
I, Jody Swirepik, as the accountable authority of the Director of National Parks, present the Director of National Parks Corporate Plan 2021–22, which covers the reporting periods of 2021–22 to 2024–25, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.





## Our purpose

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.

We manage in partnership with the traditional custodians the lands we lease at Booderee, Kakadu and Uluru Kata Tjuta National Parks as national parks. 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 and most sophisticated networks of marine parks in the world, covering representative examples of all of Australia's marine bioregions. 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

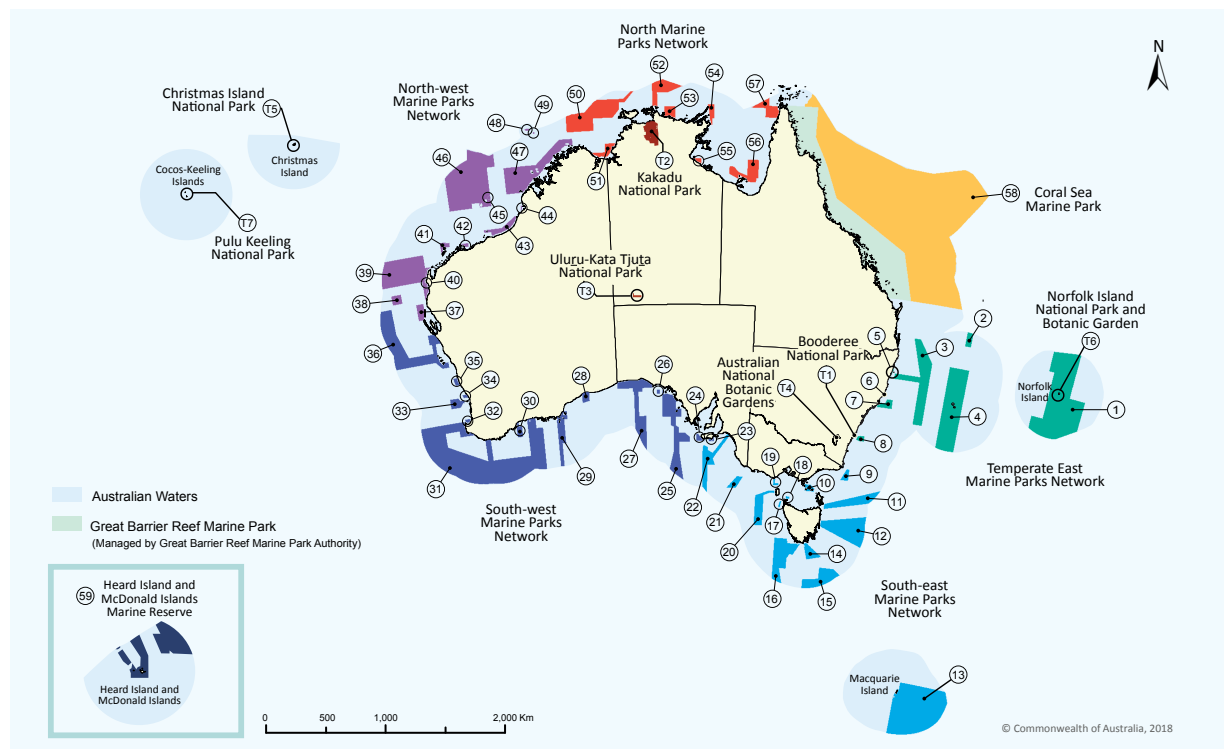


Table 1: Location key

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

Parks Australia is also responsible for delivering government priorities that extend beyond park boundaries (e.g. the \$14.8 million Ghost Nets Initiative).





### ***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. The COVID-19 pandemic continues to affect visitation to our parks, and our capacity to deliver research and consultation activities as well as the delivery of operational and construction projects. This, and the ongoing influence of recent events (such as the 2019–20 drought, storms and bushfires), continue to have major and potentially long-lasting impacts on Commonwealth parks and gardens and their associated local communities.

Influential external reviews will help shape the future direction of many aspects of our business. For example, a Senior Advisory Group appointed by the Minister will review and advise the Minister and the Department on the management of jointly managed Commonwealth National Parks. The Group's advice is expected in late 2021. The Group's considerations will complement and build on relevant recommendations from the Independent review of the EPBC Act that considered Indigenous peoples' knowledge and role in the management of environment and heritage.

Following the Machinery of Government changes, collaboration continues within the Department of Agriculture, Water and the Environment to deliver effective services that leverage off the Department's capabilities.

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 are open, 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
- 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
- the quality of the relationships with Traditional Owners of Commonwealth parks.

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 we have less control over that affect our ability to achieve our purpose include:

- government policy decisions made at national and state levels that may affect our operations, including economy-wide impacts and restrictions resulting from COVID-19 response measures by State, Territory and Commonwealth authorities such as border closures and restrictions on movements and 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
- macroeconomic and microeconomic factors including domestic recession, international downturn, and cost and availability impacts on key suppliers of goods and services in a context where we must continue to deliver on our key activities
- our need to maintain a regional and remote workforce located in diverse and challenging places around the country.



### ***Government priorities***

We support the Minister to achieve Government priorities:

- to continue to deliver a \$233 million investment for infrastructure upgrades across our Commonwealth parks and gardens. This will create investment 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 investment to grow tourism in Kakadu National Park through new and upgraded infrastructure and improved road access, and to secure the future of Jabiru as it transitions to a tourism and regional services hub
- to support the tourism industry through the COVID-19 pandemic through utilising our media channels (website, social media, mailing lists) to promote our national parks and gardens and the businesses operating with them
- to contribute to the Government's digital transformation agenda through development of our 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 including:
  - delivering, over four years, the \$39.9 million Australian Marine Park Partnerships measure, part of the \$100 million Ocean Leadership Package from the 2021–22 Budget. This includes two additional rounds of Our Marine Parks Grants and co-investment in ocean discovery research and restoration projects with private and philanthropic donors
  - supporting the proclamation of significant new marine parks in the pristine waters around Australia's Indian Ocean Territories
  - continuing to deliver a \$28.3 million measure from the 2020–21 Budget, to enhance management of Australian Marine Parks. This includes expanding our compliance and enforcement program, undertaking science and monitoring, and supporting engagement and participation of Indigenous people.
- Parks Australia is also implementing the \$14.8 million Ghost Nets Initiative from the 2020–21 Budget aimed at improving the health of our ocean, reducing threats to marine life and boosting Indigenous employment. The Initiative is targeted at northern Australian waters and the known ghost net 'hot spot' of the Gulf of Carpentaria.



## 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. We already have many staff who are highly experienced and provide a strong foundational capability to our work but we will need to work hard to retain and expand our capacity. Our capability priorities will include incorporating traditional knowledge and science into decision making, improved our risk management capability, enhancing our performance measurement and workforce capability, creating more opportunities and more control for the traditional custodians of our jointly managed parks, improving visitor infrastructure and experiences, 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.

The Director continues to work with the Department to promote efficient, effective and fit-for-purpose delivery of supporting services that enable Parks Australia to achieve its objectives. Promoting an integrated approach across Parks Australia 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). The internal review highlighted the need to improve our capability in measuring visitor numbers and satisfaction, compliance and authorisation activities, state of trends in 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 critical infrastructure upgrades across our national parks and at the Australian National Botanic Gardens, and the \$216 million to grow tourism in Kakadu National Park, we will revitalise essential park infrastructure to ensure the safety and wellbeing of our staff, visitors and local communities. Delivering this largest ever investment in parks infrastructure and facilities will entail a major uplift of project management skills and capabilities within the organisation, in collaboration with professional partners, and under the oversight of the Public Works Committee.

For example, two plans that aim to improve our visitor infrastructure capability are the internal *Uluru Kata Tjuta National Park Visitor Infrastructure Plan 2020–30*, and the published *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 will prioritise the health and wellbeing of our staff and improve our Work Health and Safety (WHS) culture and recruitment and training pathways to make sure our people stay safe, motivated and proud of the work we do. We will have a strong focus on building WHS leadership and capability at all levels and embedding safety in everything we do. We are committed to ensuring there is a practical and robust safety management system with strong governance and assurance programs in place that effectively reduces the risk of harm to our people. We will continue to develop and implement specific strategies for recruiting, developing and retaining Aboriginal and Torres Strait Islander staff in our jointly managed parks and to include traditional knowledge and 'lore' into our management practices.

### ***Science and traditional knowledge***

Science (including research, monitoring and data management and analysis) is an essential tool 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. Science is therefore a central theme of Parks Australia alongside cultural knowledge. We work with scientists and our 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. We also work in partnership with the broader science and conservation community. The *Parks Australia Science Direction Statement 2018–2022* aims to increase our capability to create and apply scientific knowledge to support 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 (digital) 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. In the next four years, we will consider further software and hardware updates to meet changing business requirements and mitigate risk. Upgrading and modernising our systems as required will help us achieve our purpose by providing staff with the tools necessary to complete our work efficiently and improve our capacity to keep our staff, community and visitors safe.



## Cooperation and partnerships

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 the three jointly managed parks and sea country. Booderee, Kakadu and Uluru-Kata Tjuta National Parks are managed jointly by the Director and Traditional Owners through Boards of Management. Additionally, building stronger working relationships with partners such as the Central Land Council, Northern Land Council and Wreck Bay Aboriginal Community Council will 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:** 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 (including through the Centre for Australian National Biodiversity Research partnership), the National Environmental Science Program, the Australian Institute of Marine Science and collaborative scientists in state government agencies.
- **Industry:** Successful working relationships with industry partners such as tourism associations (e.g. Tourism Australia and Tourism NT) and local business operators (e.g. Kakadu Tourism and Voyages Indigenous Tourism Australia) 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 scientific advisory groups help guide management of natural and cultural values in several of our parks including 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 Consortium, which 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 invaluable hands-on support in the seed bank and for conservation research programs.

Parks Australia will continue to partner with the National Parks Conservation Trust, including in delivery options for the newly committed \$15 million Ocean Discovery and Restoration Fund. The independent Trust collaborates with Parks Australia to bring unique on-ground knowledge and shared connections with Indigenous communities, as well as access to world-leading science and research that underpins meaningful and sustained impact. This includes working with rangers, Indigenous communities, scientists, Traditional Owners, expert specialists and citizen scientists to identify, research and deliver projects that answer on-site needs for responsible, sustainable conservation.

## 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. The safety of our staff and visitors is our priority. 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 2021–22 to align risk management frameworks to ensure an effective and where appropriate a consistent approach to identifying and managing risks. 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. We will revise policies and procedures to manage identified critical risks (for example, aerial operations and use of firearms). These and other key areas of risk will be managed through mitigation strategies and controls which are also presented in summary in the following table.



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

Key risks	Risk response
Health, safety and security of workers and visitors to our sites	<ul style="list-style-type: none"> <li>• Implement the <i>Work Health and Safety Strategic Plan</i></li> <li>• Develop Work Health and Safety support website</li> <li>• Workplace inspections/checks</li> <li>• Safety training/education</li> <li>• Incident and risk management</li> <li>• SIRUS WHS Information System.</li> </ul>
Stakeholder expectations are not met	<ul style="list-style-type: none"> <li>• Delivering joint management arrangements under park leases</li> <li>• Community engagement</li> <li>• Proactive media management</li> <li>• Media monitoring.</li> </ul>
Benefits to Traditional Owners and local communities not delivered	<ul style="list-style-type: none"> <li>• Consultation with Joint Boards of Management</li> <li>• Community engagement</li> <li>• Implementation of Management Plans</li> <li>• Develop and implement avenues to support Indigenous employment.</li> </ul>
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"> <li>• Senior Advisory Group recommendations</li> <li>• Implementation of Management Plans as legislated by the EPBC Act</li> <li>• Finalisation of the <i>Parks Australia Science Strategy</i></li> <li>• Finalisation of the <i>Director of National Parks Climate Change Statement</i></li> <li>• Development and Implementation of park specific Cultural Heritage Strategies</li> <li>• Development and implementation of feral animal and weed strategies</li> <li>• Implementation of fire management strategies including cultural burning practices</li> <li>• Consultation with Traditional Owners and Boards of Management</li> <li>• Cultural inductions</li> <li>• Consultation with multi-sector advisory committees</li> <li>• Ongoing partnerships, relationships and collaborations with research organisations and operational agencies.</li> </ul>
Budget limitations impact the delivery of quality and timely programs	<ul style="list-style-type: none"> <li>• Budget allocation process aligned to Corporate Plan targets</li> <li>• Regular monitoring of operational plans and projects</li> <li>• Price Waterhouse Coopers and Parks Australia Policy Taskforce</li> <li>• Identification of additional own source revenue opportunities including fee review.</li> </ul>



## Performance criteria and key activities

This corporate plan sets out our purpose and this section helps explain 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 her purpose.

Our three new performance criteria and 14 measures (page 2) combine to produce a 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 in the tables on the following pages.

Commenced in 2020–21, implementation of the performance criteria and measures is a gradual process, requiring sustained effort and investment from across the organisation. Over the next four years, we will build on the foundation year. This includes, but is not limited to:

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

The following tables represent a rolling four-year plan, which describes the new performance criteria and measures, 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.

<b>Criterion 1</b>	<b>Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community</b>			
<b>Measure 1.1</b>	<b>Number of visitors is within 10 per cent of target total visitor numbers</b>			
<b>Rationale link to criterion</b>	This measure will tell us how many people visit our parks and gardens and can be used to infer if these places are attracting visitors and being used sustainably.			
<b>Method</b>	<p>This measure 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 method for capturing visitor numbers in Australian Marine Parks through commercial tour operators will be formulated over the 2021–22 reporting year, with the intention of reporting in select parks from 2022–23.</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> <p>The influence of visitor number fluctuations and corresponding impacts on data collection in response to COVID-19 will be detailed in the annual report.</p>			
<b>Target</b>	<b>2021–22</b>	<b>2022–23</b>	<b>2023–24</b>	<b>2024–25</b>
	<b>Terrestrial:</b> Visitor numbers are $\pm 5$ per cent of 2020–21	<b>Terrestrial:</b> Visitor numbers are $\pm 5$ per cent of 2021–22  <b>Marine:</b> Record baseline for specific parks	<b>Terrestrial:</b> Visitor numbers are $\pm 5$ per cent of 2022–23  <b>Marine:</b> Visitor numbers are $\pm 5$ per cent of 2022–23	<b>Terrestrial:</b> Visitor numbers are $\pm 5$ per cent of 2023–24  <b>Marine:</b> Visitor numbers are $\pm 5$ per cent of 2023–24
	<b>Baseline:</b> The baseline of people who visited our terrestrial parks and gardens will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 1.2	Maintain or improve visitor satisfaction			
Rationale link to criterion	This measure will tell us 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 measure 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 method for capturing visitor satisfaction in Australian Marine Parks will be formulated over the 2021–22 reporting year, with the intention of reporting in select parks from 2022–23.</p> <p>Methods 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>			
Target	2021–22	2022–23	2023–24	2024–25
	<b>Terrestrial:</b> Visitor satisfaction rate is equal to or greater than 2020–21	<b>Terrestrial:</b> Visitor satisfaction rate is equal to or greater than 2021–22  <b>Marine:</b> Record baseline for specific parks	<b>Terrestrial:</b> Visitor satisfaction rate is equal to or greater than 2022–23  <b>Marine:</b> Visitor satisfaction rate is equal to or greater than 2022–23	<b>Terrestrial:</b> Visitor satisfaction rate is equal to or greater than 2023–24  <b>Marine:</b> Visitor satisfaction rate is equal to or greater than 2023–24
	<b>Baseline:</b> The baseline of visitor satisfaction in our terrestrial parks and gardens will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			





Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 1.3	Maintain or increase number of virtual visitors			
Rationale link to criterion	This measure of digital engagement with the Parks Australia websites and social media channels is 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 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.</p> <p>These measures count individual views, not individual persons interacting with Parks Australia in a digital medium.</p>			
Target	2021–22	2022–23	2023–24	2024–25
	<b>Websites:</b> virtual visitor numbers are equal to or greater than 2020–21	<b>Websites:</b> virtual visitor numbers are equal to or greater than 2021–22	<b>Websites:</b> virtual visitor numbers are equal to or greater than 2022–23	<b>Websites:</b> virtual visitor numbers are equal to or greater than 2023–24
	<b>Social media:</b> virtual visitor numbers are equal to or greater than 2020–21	<b>Social media:</b> virtual visitor numbers are equal to or greater than 2021–22	<b>Social media:</b> virtual visitor numbers are equal to or greater than 2022–23	<b>Social media:</b> virtual visitor numbers are equal to or greater than 2023–24
<b>Baseline:</b> The baseline of Parks Australia websites and social media platforms will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .				



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 1.4	95 per cent of authorisations processed within target timeframe			
Rationale link to criterion	This is a measure of the time taken by Parks Australia staff to process licences and permits for Commonwealth parks and gardens. This measure 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>The time taken by Parks Australia to process authorisations is measured, 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 method for capturing authorisation timeframes for terrestrial Commonwealth parks and gardens will be formulated over the 2021–22 reporting year, with the intention of reporting from 2022–23.</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 measure 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>			
Target	2021–22	2022–23	2023–24	2024–25
	<b>Marine:</b> 95 per cent of authorisations processed within 40 business days  <b>Terrestrial:</b> establish method for authorisation timeframes	<b>Marine:</b> 95 per cent of authorisations processed within 40 business days  <b>Terrestrial:</b> 95 per cent of authorisations processed within 40 business days	<b>Marine:</b> 95 per cent of authorisations processed within 40 business days  <b>Terrestrial:</b> 95 per cent of authorisations processed within 40 business days	<b>Marine:</b> 95 per cent of authorisations processed within 40 business days  <b>Terrestrial:</b> 95 per cent of authorisations processed within 40 business days
	<b>Baseline:</b> The proportion of Australian Marine Park authorisations that were processed within 40 business days will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 1.5	100% of non-compliance reports have an initial assessment within target timeframe			
Rationale link to criterion	This is a measure of the time taken to evaluate non-compliance reports within Commonwealth parks and gardens. This measure 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>The time taken by Parks Australia to evaluate reports of non-compliance is measured, 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 measure is reported as the percentage of non-compliance reports assessed within a target timeframe of 30 business days.</p>			
Target	2021–22	2022–23	2023–24	2024–25
	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
	<b>Baseline:</b> The proportion of non-compliance reports that were assessed within 30 business days will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 1.6	Maintain or increase the economic contribution made to local economies			
Rationale link to criterion	This 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 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 offices). Dollar amounts will be adjusted according to Consumer Price Index where relevant.</p> <p>In 2021–22 we will prepare a forward plan to develop, implement and improve relevant, reliable and repeatable measures of financial and economic contribution.</p>			
Target	2021–22	2022–23	2023–24	2024–25
	<b>Proxy:</b> the economic contribution is equal to or greater than 2020–21  <b>Economic models:</b> Record baselines	<b>Economic models:</b> the economic contribution is equal to or greater than 2021–22	<b>Economic models:</b> the economic contribution is equal to or greater than 2022–23	<b>Economic models:</b> the economic contribution is equal to or greater than 2023–24
	<b>Baseline:</b> The amount paid to Parks Australia employees and contributed to local businesses/organisations and programs will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			



Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 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 is a measure of the dollar value of financial benefits to Traditional Owners through lease arrangements and other avenues in jointly managed Parks. This measure 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 measured payments made under the lease arrangement through the Parks finance system. For forward years, other identified avenues may be included.</p>			
Target	2021–22	2022–23	2023–24	2024–25
	<b>Lease arrangement:</b> The financial benefits are equal to or greater than 2020–21  <b>Other avenues:</b> Record baselines	<b>Lease arrangement:</b> The financial benefits are equal to or greater than 2021–22  <b>Other avenues:</b> The financial benefits are equal to or greater than 2021–22	<b>Lease arrangement:</b> The financial benefits are equal to or greater than 2022–23  <b>Other avenues:</b> The financial benefits are equal to or greater than 2022–23	<b>Lease arrangement:</b> The financial benefits are equal to or greater than 2023–24  <b>Other avenues:</b> The financial benefits are equal to or greater than 2023–24
	<b>Baseline:</b> The financial benefits paid to Traditional Owners through lease arrangements will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			





Criterion 1	Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community			
Measure 1.8	Maintain or increase number of peer reviewed publications resulting from research in Commonwealth parks			
Rationale link to criterion	This measures the number of peer-reviewed publications produced from research conducted in Commonwealth parks. It directly measures the contribution of our protected areas to academic research 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 was catalogued for terrestrial parks (excluding the ANBG). In 2021–22, other priority research areas (e.g. marine, cultural heritage, socio economic) will be identified and appropriate scope and methods developed. The aim will be to report on publication numbers for all parks and gardens and research areas in future years.</p>			
Target	2021–22	2022–23	2023–24	2024–25
	<b>Terrestrial publications:</b> The number of publications catalogued are equal to or greater than 2020–21  <b>Priority research:</b> Record baseline	<b>All publications:</b> The number of publications catalogued are equal to or greater than 2021–22	<b>All publications:</b> The number of publications catalogued are equal to or greater than 2022–23	<b>All publications:</b> The number of publications catalogued are equal to or greater than 2023–24
	<b>Baseline:</b> The baseline of peer reviewed publications resulting from research (ecological only) in the six mainland and island Commonwealth parks that were published in 2020–21 will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			



### **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	2021–22	2022–23	2023–24	2024–25
Maintain and continue to enhance the Parks Australia 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 Tjuta, 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 Visitor Research Strategy 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.

<b>Criterion 2</b>	<b>Opportunities and threats to natural and cultural values are effectively managed for all Australians</b>			
<b>Measure 2.1</b>	<b>Maintain or improve the condition of priority natural values in Commonwealth parks and gardens</b>			
<b>Rationale link to criterion</b>	This 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 measure is a proxy 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.			
<b>Method</b>	<p>Data on priority natural values (e.g. species, ecosystems) will be collected using appropriate methods that are tailored in method and frequency to the natural value. These data will then be used to assess the condition of the natural value on a 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>The number of priority natural values to be assessed will increase in future years as baselines develop for all our places.</p>			
<b>Target</b>	<b>2021–22</b>	<b>2022–23</b>	<b>2023–24</b>	<b>2024–25</b>
	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	The condition assessment rating for priority natural values in Commonwealth parks and gardens is maintained or improved
<b>Baseline:</b> The baseline condition assessment rating for priority natural values in Commonwealth parks and gardens will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .				



<b>Criterion 2</b>	<b>Opportunities and threats to natural and cultural values are effectively managed for all Australians</b>			
<b>Measure 2.2</b>	<b>Maintain or improve the condition of priority cultural values in Commonwealth parks</b>			
<b>Rationale link to criterion</b>	This 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 measure 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.			
<b>Method</b>	<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 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>We anticipate that in 2022–23 we will be able to 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 our Commonwealth parks.</p>			
<b>Target</b>	<b>2021–22</b>	<b>2022–23</b>	<b>2023–24</b>	<b>2024–25</b>
	Develop consistent and appropriate survey method in consultation with Traditional Owners	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
	<b>Baseline:</b> The baseline condition assessment rating for priority cultural values in Commonwealth parks will be reported in the <i>Director of National Parks Annual Report 2022–23</i> .			



<b>Criterion 2</b>	<b>Opportunities and threats to natural and cultural values are effectively managed for all Australians</b>			
<b>Measure 2.3</b>	<b>Review and define priority natural and cultural values for all Commonwealth parks and gardens, by 2023</b>			
<b>Rationale link to criterion</b>	This 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.			
<b>Method</b>	<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 measure 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>			
<b>Target</b>	<b>2021–22</b>	<b>2022–23</b>	<b>2023–24</b>	<b>2024–25</b>
	<b>Natural:</b> priority values defined for 33 per cent of Australian Marine Parks	<b>Natural:</b> priority values defined for 66 per cent of Australian Marine Parks	<b>Natural:</b> priority values defined for 100 per cent of Australian Marine Parks	<b>Natural:</b> priority values defined for 100 per cent of Australian Marine Parks
	<b>Cultural:</b> finalise framework to allow definition of priority values in Australian Marine Parks	<b>Cultural:</b> priority values defined for 33 per cent of Australian Marine Parks	<b>Cultural:</b> priority values defined for 66 per cent of Australian Marine Parks	<b>Cultural:</b> priority values defined for 100 per cent of Australian Marine Parks
<b>Baseline:</b> The percentage of Australian Marine Parks with defined priority natural values will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .				





### **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	2021–22	2022–23	2023–24	2024–25
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	✓	✓	✓	✓
Implement a system for monitoring and evaluating management effectiveness across Parks Australia	Improvements in our ability to detect changes in natural values will improve the effectiveness of management	✓	✓	✓	✓
Review and update of the Environmental Impact Assessment processes in accordance 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	✓	✓	✓	✓
Implement the Cat Eradication Strategy on Christmas Island	Cats are one of the main threats to threatened species on Christmas Island.	✓	✓	✓	✓



### 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			
Measure 3.1	Maintain or improve key stakeholder and partner satisfaction			
Rationale link to criterion	This 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	<p>Surveys will be conducted confidentially with the Friends of the ANBG, Australian Marine Parks Advisory Committees and Island Park Committees.</p> <p>Each partner will be asked 'On a scale of 1–10, how satisfied are you with Parks Australia's management of [park/garden]?' with 1–2 = 'Very unsatisfied', 3–4 = 'Unsatisfied', 5–6 = 'Somewhat satisfied', 7–8 = 'Satisfied', 9–10 = 'Very satisfied'.</p> <p>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.</p> <p>An appropriate survey method will be established for the Boards of Management at jointly managed parks in 2021–22.</p>			
Target	2021–22	2022–23	2023–24	2024–25
	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	The partner satisfaction rate is equal to or greater than 2023–24
	Develop consistent and appropriate survey method for assessing Joint Boards satisfaction			
<b>Baseline:</b> Partner satisfaction rate baseline to be reported in the <i>Director of National Parks Annual Report 2020–21</i> .				



<b>Criterion 3</b>	<b>Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians</b>			
<b>Measure 3.2</b>	<b>Resources delivered through partnerships meet or exceed target level</b>			
<b>Rationale link to criterion</b>	This 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.			
<b>Method</b>	<p>For 2020–21, we measured the dollar value of delivered resources from partnerships as revenue and donations, aggregated for all Commonwealth parks and gardens. Dollar amounts were 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><b>Revenue:</b> from commercial partnerships (including tourism, activity and business licenses), scientific and research partnerships.</p> <p><b>Donations:</b> philanthropic donations through any organisation or trust.</p> <p><b>In-kind contributions:</b> goods, services or resources offered at no-cost or a discounted rate.</p>			
<b>Target</b>	<b>2021–22</b>	<b>2022–23</b>	<b>2023–24</b>	<b>2024–25</b>
	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	Resources delivered through partnerships are equal to or greater than 2023–24
	<b>Baseline:</b> Amount delivered through partnerships will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .			



<b>Criterion 3</b>	<b>Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians</b>			
<b>Measure 3.3</b>	<b>Maintain or increase the number of people who identify as members of a local or Indigenous community who are employed directly or indirectly</b>			
<b>Rationale link to criterion</b>	This 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 measure reflects the level of local community representation in the management activities of Commonwealth parks.			
<b>Method</b>	<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 2021–22 we will finalise 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>			
<b>Target</b>	<b>2021–22</b>	<b>2022–23</b>	<b>2023–24</b>	<b>2024–25</b>
	<b>Direct:</b> number of self-identified staff employed is equal to or greater than 2020–21	<b>Direct:</b> number of self-identified staff employed is equal to or greater than 2021–22	<b>Direct:</b> number of self-identified staff employed is equal to or greater than 2022–23	<b>Direct:</b> number of self-identified staff employed is equal to or greater than 2023–24
	<b>Indirect:</b> Finalise centralised reporting system	<b>Indirect:</b> record baselines	<b>Indirect:</b> number of self-identified staff employed is equal to or greater than 2022–23	<b>Indirect:</b> number of self-identified staff employed is equal to or greater than 2023–24
<b>Baseline:</b> The baseline for self-identified staff will be reported in the <i>Director of National Parks Annual Report 2020–21</i> .				



### **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	2021–22	2022–23	2023–24	2024–25
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 2020–25	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 avenues to support Indigenous employment	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	2021–22	2022–23	2023–24	2024–25
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	✓	✓	✓	
Implement a system for monitoring and evaluating management effectiveness across Parks Australia including develop and implement the monitoring, evaluation, reporting and improvement (MERI) system and science plans for the Australian Marine Parks, and develop a framework for all Commonwealth parks and gardens.	✓	✓	✓	✓
Complete the preparation of the Uluṟu-Kata Tjuṯa National Park Management Plan 2020–30	✓			
Undertake a technical audit of the following management plans, and prepare their replacements: <ul style="list-style-type: none"> <li>Australian National Botanic Garden Management Plan 2012–22</li> <li>South East marine reserves Management Plan 2013–23</li> <li>Christmas Island National Park Management Plan 2014–24</li> </ul>	✓	✓ ✓	✓	
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)	✓	✓	✓	
Implement new Australian Marine Parks in the Indian Ocean Territories	✓	✓		
Implement Australian Marine Parks management plans and management program actions 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 through completion of the Our Marine Parks Grants programs Round 1 and Round 2 and delivery of the Vessel Monitoring System Assistance program	✓	✓	✓	
Implement Australian Marine Parks Partnerships package through completion of the Our Marine Parks Grants program Round 3 and Round 4	✓	✓	✓	✓
Deliver further opportunities for Australians to engage and connect with Australian Marine Parks through stimulating philanthropic and private investment in marine park research, management and monitoring	✓	✓	✓	✓



[parksaustralia.gov.au](http://parksaustralia.gov.au)

The web address for this corporate plan is:  
[environment.gov.au/resource/corporate-plan-2021-22-director-national-parks](http://environment.gov.au/resource/corporate-plan-2021-22-director-national-parks)

