



# Planning, reporting and performance

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## Director of National Parks strategic planning and performance assessment framework

This annual report is one of a number of documents in the Director of National Parks strategic planning and performance assessment framework. Other major elements of the framework are described in this section of the report.

### Portfolio Budget Statements

These documents detail Budget initiatives and appropriations against specific outcomes and outputs. The annual report completes the Budget cycle by reporting on achievements of these outputs and outputs for the year under review. The Director of National Parks is included in the Portfolio Budget Statements for the Environment and Heritage portfolio and contributes to the achievement of Outcome 1 (Environment):

*The environment, especially those aspects that are matters of national environmental significance, is protected and conserved*

The Director contributes to meeting this outcome through the sub-outcome:

*Conservation and appreciation of Commonwealth reserves*

There is one output identified under the sub-outcome:

*Output 1.1: Parks and reserves*

Table 10 reports against performance measures for the sub-outcome identified in the Portfolio Budget Statements.

Detailed performance information for individual Commonwealth reserves is included in the State of the Parks section of this report (page 43).

### Department of the Environment and Heritage strategic plan and corporate plan

The strategic plan outlines the key strategic issues for the Department. It identifies agency priorities to achieve the objectives outlined in the Department's corporate plan. Both documents provide the direction, context and purpose for the activities and programmes supported by the Department.

### Parks Australia Divisional Plan

This plan sets down the long-term outcomes and shorter-term outputs for the Director against seven key result areas (KRAs) as follows:

KRA1: natural heritage management

KRA2: cultural heritage management

KRA3: joint management

KRA4: visitor management and park use

KRA5: stakeholders and partnerships

KRA6: business management

KRA7: biodiversity knowledge management

Not all key result areas are relevant to all reserves. For example, KRA3: joint management, is applicable only to the three jointly managed reserves—Uluru–Kata Tjuta, Kakadu and Booderee National Parks. This situation is reflected in the State of the Parks section of this report commencing on page 43.

Strategies to achieve the outcomes set down in the strategic and corporate plans are elaborated in more detail in branch, section, work team and individual work plans and in management plan implementation schedules.

## Management plans

Section 366 of the EPBC Act requires the Director, or in the case of a jointly managed park, the Director and the relevant board of management, to prepare management plans for Commonwealth reserves.

Management plans provide for the protection and conservation of the reserve. They must state how the reserve is to be managed and how the features of the reserve are to be protected and conserved.

At 30 June 2005, the Director was responsible for the management of 20 Commonwealth reserves, 17 of which had management plans in place. A draft first plan for the Heard Island and McDonald Islands Marine Reserve was released for public comment in March 2005 and work continued on preparing draft plans for the two remaining reserves. The second management plan for the Great Australian Bight Marine Park (Commonwealth Waters) came into effect on 17 May 2005 immediately following the conclusion of the preceding plan.

## Management plan implementation schedules

Parks Australia routinely prepares management plan implementation schedules to identify how and when each of the prescriptions in a management plan will be implemented. As such, implementation schedules contribute to determining the annual work plans for individual reserves.

At 30 June 2005, 17 implementation schedules were in effect.

The template for implementation schedules was further developed and refined during the year.

### Management plan prescriptions not to be implemented

During the life of a management plan it may become clear that some of its prescriptions cannot be implemented because, for example, they have become redundant or impractical. No such prescriptions were identified in 2004–05.

### Performance indicators

During the year, the Director of National Parks strategic planning and performance assessment framework was further developed through the formulation of an initial set of performance indicators that will facilitate reporting against the KRAs and outcomes set down in the Parks Australia Divisional Plan. The indicators will be used from 2005–06 to report performance at the agency level.

Details of the proposed indicators are shown in Table 11. Further extension of the indicator set will be undertaken during 2005–06.

**Table 10: Portfolio Budget Statements sub-outcome: Conservation and appreciation of Commonwealth reserves**

Performance measures	Results for 2004–05
Natural values for which Commonwealth reserves were declared and/or recognized have been maintained.	Management of all Commonwealth reserves was carried out in accordance with the requirements of the relevant Australian IUCN reserve management principles set out in the EPBC Regulations.
Populations of species listed in the <i>Environment Protection and Biodiversity Conservation Act 1999</i> and their habitats have been conserved.	Comprehensive inventories of species listed under the EPBC Act were prepared for the six terrestrial national parks to assist in establishing more rigorous management and research priorities.

Performance measures	Results for 2004–05
<p>Management of Commonwealth Reserves is based on best practice principles, measured through:</p> <ul style="list-style-type: none"> <li>• number of Park profiles completed and updated annually;</li> <li>• all fire management plans in place and implemented for relevant reserves;</li> <li>• all weed management plans in place and implemented;</li> <li>• feral species management plans in place and implemented;</li> <li>• weed and feral species management plans reviewed.</li> </ul>	<p>The Director and Parks Australia continued to strive to meet best practice standards in the management of Commonwealth reserves.</p> <p>Updated park profiles were completed and most reserves had current management plans during the year. Relevant fire, weed and feral animal plans were implemented as part of reserve management activities.</p>
<p>Cultural heritage is protected, measured through:</p> <ul style="list-style-type: none"> <li>• completion and implementation of cultural heritage management plans;</li> <li>• completion of inventories of cultural places;</li> <li>• establishment of keeping places;</li> <li>• recording of oral histories; and</li> <li>• inclusion of appropriate questions relating to cultural heritage in visitor satisfaction surveys.</li> </ul>	<p>Cultural heritage was effectively protected through implementation of measures in management plans.</p> <p>Progress was made in developing a heritage strategy for Commonwealth heritage (including cultural heritage) for which the Director is responsible, in line with EPBC Act requirements.</p>
<p>Indigenous land ownership, and indigenous knowledge and conservation is successfully integrated into Commonwealth Reserves management, measured through:</p> <ul style="list-style-type: none"> <li>• increasing indigenous park enterprises and indigenous employment in Commonwealth Reserves on indigenous lands;</li> <li>• consultation mechanisms, eg direct consultation and industry consultative committees, are effective in involving stakeholders in developing and implementing Commonwealth Reserve plans of management; and</li> <li>• visitors to Commonwealth Reserves enjoy a satisfying and safe experience.</li> </ul>	<p>The Director, boards of management and Parks Australia staff continued to work closely with traditional owners to increase traditional owner participation in the control and administration of jointly managed national parks.</p> <p>Arrangements with Indigenous park enterprises were enhanced and consultations with traditional owners regarding development and implementation of management plans proceeded effectively.</p> <p>The visitor data system being developed by Parks Australia in conjunction with the NSW National Parks and Wildlife Service was modified to include a module that will allow collection of qualitative data from park visitors.</p>

**Table 11: Proposed performance indicators for future reporting**

Key result area / outcome	Performance indicator
<p><b>KRA1: Natural Heritage Management</b></p> <p>1.1 Natural values for which Commonwealth reserves were declared and/or recognised have been maintained</p> <p>1.2 The impacts of threats to natural values have been minimised</p>	<ul style="list-style-type: none"> <li>• Regular targetted monitoring of key values and threats undertaken</li> <li>• Number of taxa in cultivation in botanic gardens as proportion of total number of species in taxonomic; ecological and geographic; and horticultural themes in the collection policy</li> </ul>
<p><b>KRA2: Cultural Heritage Management</b></p> <p>2.1 Cultural heritage values, both Indigenous and non-Indigenous, for which parks were declared or are recognised have been protected and conserved</p> <p>2.2 Living cultural traditions are being maintained</p> <p>2.3 The impacts of threats to cultural values have been minimised</p> <p>2.4 Wide awareness and appreciation that parks are managed and presented as living cultural landscapes and seascapes has been achieved</p>	<ul style="list-style-type: none"> <li>• Adequacy and recency of inventories of cultural sites</li> <li>• Level and nature of support provided by park management to maintain and promote traditional cultural values</li> <li>• Histories, prehistories and knowledge recorded (oral, written and pictorial) where culturally appropriate</li> </ul>
<p><b>KRA3: Joint Management</b></p> <p>3.1 Joint management is being practised through:</p> <ul style="list-style-type: none"> <li>• implementation of lease provisions and prescriptions contained in management plans</li> <li>• implementation of relevant decisions made by boards of management</li> <li>• growing capacity and increasing participation of traditional owners in park management</li> <li>• positive, harmonious relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Number of traditional owners and relevant Aboriginal people employed directly and indirectly</li> <li>• Training provided for and undertaken by traditional owners and relevant Aboriginal people (staff, contractors and community people)</li> <li>• Contribution of Aboriginal enterprises operating in parks</li> <li>• Proportion of board of management actions addressed within agreed timelines</li> </ul>

Key result area / outcome	Performance indicator
<p><b>KRA4: Visitor Management and Park Use</b></p> <p>4.1 Visitors to Commonwealth reserves enjoy inspirational, satisfying and safe experiences</p> <p>4.2 Visitor impacts (on reserve management, values, the environment and other visitors) are within acceptable levels</p> <p>4.3 Public awareness and appreciation of the values of Commonwealth reserves have been enhanced</p> <p>4.4 Commercial operators provide a high quality service to park visitors</p>	<ul style="list-style-type: none"> <li>• Annual numbers, types and demographics of park visitors</li> <li>• Annual numbers and demographics of people participating in educational, interpretive and other programmes</li> <li>• Levels of satisfaction of park users</li> </ul>
<p><b>KRA5: Stakeholders and Partnerships</b></p> <p>5.1 Volunteers contribute to area management based on clearly defined roles</p> <p>5.2 Stakeholders, eg. neighbours, state agencies and park user groups, are involved in and contribute effectively to park management activities</p> <p>5.3 Commercial partnership opportunities are encouraged and evaluated</p>	<ul style="list-style-type: none"> <li>• Annual contribution to active partnership effort</li> <li>• Consultation with stakeholders and partners</li> <li>• Level of satisfaction of the Minister and the Parliamentary Secretary</li> </ul>
<p><b>KRA6: Business Management</b></p> <p>6.1 Planning and decision-making are based on best available information; legislative obligations; Parks Australia policy; and social justice principles</p> <p>6.2 Financial and business management are based on better practice and Government requirements</p> <p>6.3 High levels of staff expertise and performance are recognised and valued</p> <p>6.4 Obligations under the EPBC Act and regulations relating to management of Commonwealth reserves are complied with</p>	<ul style="list-style-type: none"> <li>• Extent to which management plans are implemented</li> <li>• Annual number of reportable incidents involving staff and park users</li> <li>• No 'A' or 'B' findings from the annual ANAO audit of Director of National Parks financial statements</li> <li>• Expenditure does not exceed budget</li> <li>• Successful operation of business continuity plan</li> </ul>

Key result area / outcome	Performance indicator
<p><b>KRA7: Biodiversity Knowledge Management</b></p> <p>7.1 High quality, comprehensive and current information is available to the Australian community to facilitate and foster understanding, appreciation, sound conservation and appropriate use of Australian biodiversity</p> <p>7.3 Taxonomic, biogeographic and conservation biology research and biological collections management capacity in relevant sections of the Australian community are enhanced</p>	<ul style="list-style-type: none"> <li>• Number and value of biodiversity research grants and contracts funded per annum against strategic priorities</li> <li>• The number of biodiversity information publications and online taxonomic tools and resources produced</li> <li>• Number of studentships supported for biodiversity knowledge management</li> <li>• Number of taxa documented, revised or newly described</li> </ul>

Note: The above outcomes are derived from a wider set of outcomes contained in the Parks Australia Divisional Plan and the numbers allocated to them are those in the plan. Some of the outcomes in the plan relate to functions delegated to the Director that are additional to the Director's statutory functions and therefore have been excluded from this table.