



2025-26 Annual Delivery Plan



Acknowledgement of Country

Aboriginal Cultural Landscapes, which form the core of Victoria's network of parks and reserves, have been modified over many thousands of years of occupation. They are reflections of how Aboriginal people engaged with their world and experienced their surroundings and are the product of thousands of generations of economic activity, material culture and settlement patterns.

The landscapes we see today are influenced by the skills, knowledge and activities of Aboriginal land managers. Parks Victoria acknowledges the Traditional Owners of these cultural landscapes, recognising their continuing connection to Victoria's parks and reserves and their ongoing role in caring for Country.

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Joint Foreword from the Chair and CEO

“ *We are prioritising the fundamentals: open, safe and clean parks, responsive local decision-making and practical land, conservation and asset management.* ”

In 2025–26, Parks Victoria is taking a more focused, “back to basics” approach to management — strengthening how we deliver essential park services on the ground and working more closely with Traditional Owners and local communities.

We are prioritising the fundamentals: open, safe and clean parks, responsive local decision-making and practical land conservation and asset management. Overseen by a refreshed Board and new leadership, we are streamlining our operations and improving our governance, risk, and financial systems, we aim to better look after the parks, reserves and waterways we manage and ensure Victorians can enjoy these special places.

Community connection will inform everything we do. We’re investing in better engagement and volunteering systems to make it easier for people to contribute to the care of parks and reserves. At the same time, we’re deepening our partnerships with Traditional Owners — better managing Country and advancing joint management as part of the Victorian Government’s commitment to self-determination, Treaty and Truth.

Parks Victoria is also accelerating delivery of priority capital works, continuing to progress the reforms to the management of the Great Ocean Road environs, and supporting and strengthening our science and monitoring programs to better inform how we design, manage and invest in land, water and biodiversity programs.

These targeted enhancements are designed to simplify the organisation, improve decision making, strengthen place-based delivery and put more focus on efficient and effective ‘on-ground’ management of our estate.

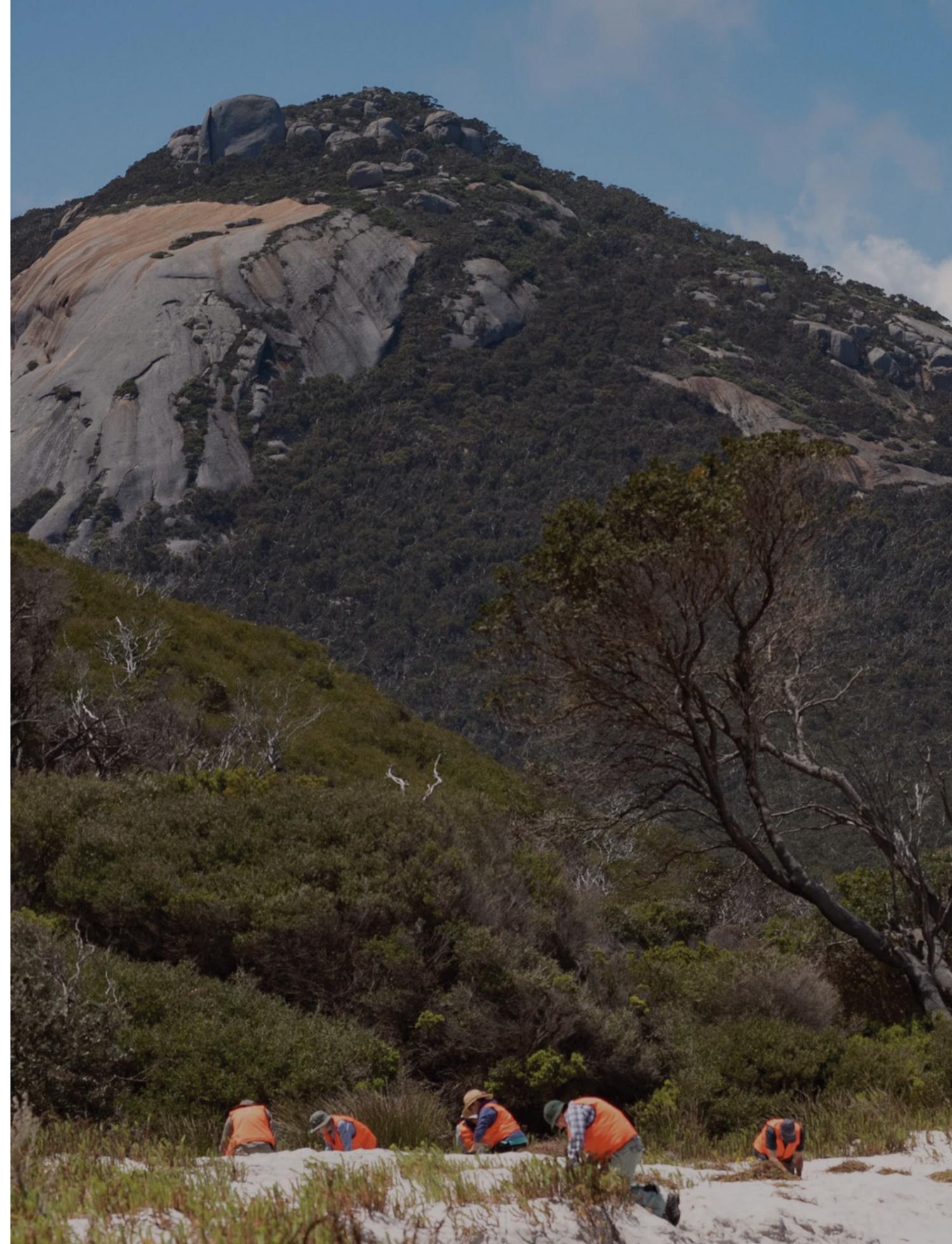
This year marks a turning point. By returning to core functions and working in genuine partnership with Traditional Owners, communities, government agencies and non-government organisations, such as the People and Parks Foundation, we will be well placed to deliver on our purpose – managing parks and reserves on behalf of all Victorians.

Daniel Miller

Chair

Lee Miezis

Chief Executive Officer



About Parks Victoria

Parks Victoria commenced operations on 12 December 1996 and was established on 3 July 1998 as a statutory authority under the *Parks Victoria Act 1998* to manage Victoria's diverse parks system. Re-established on 12 September 2018 under the *Parks Victoria Act 2018*, with clear objectives and functions.

With a Board appointed by the Governor in Council on recommendation of the Minister for Environment, we manage a diverse estate of parks and reserves for all Victorians.

Our role

Parks Victoria delivers effective and efficient land and conservation management. Our role is to:

- enable Victorians to enjoy the outdoors
- protect the natural and cultural values that make our parks and reserves special
- support prosperity and growth in local communities
- foster strong and trusted partnerships with Traditional Owners

Victorian public sector values

- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Our culture commitments

Delivering as One PV

Working together to achieve our shared goals

- One Parks Victoria
- Being accountable

Being Our Best

Doing the best we can while being the best we can

- Celebrate excellence
- Continuous improvement and growing

Our People First

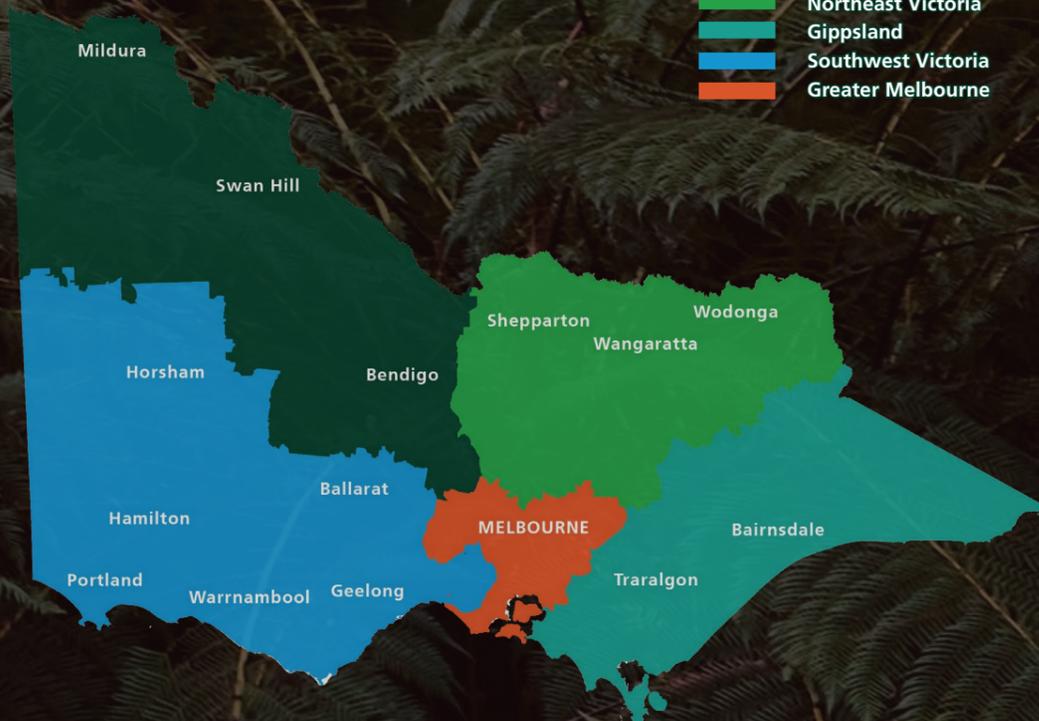
Genuine care, serving others and the employee experience

- Zero tolerance
- Embracing diversity

What We Manage

We have implemented new regional boundaries:

- Northwest Victoria
- Northeast Victoria
- Gippsland
- Southwest Victoria
- Greater Melbourne



Victoria is home to one of the most diverse network of landscapes in Australia. We manage national and state parks, marine parks and sanctuaries, wilderness areas, metropolitan, regional and reservoir parks.

We are also the Local Port Manager for Port Phillip Bay, and Western Port, and the Waterway Manager for the Yarra and Maribyrnong rivers.

On behalf of the Victorian Government, we will continue to deliver exceptional park experiences and conservation projects while contributing to the economic uplift to regional communities and ensuring our visitors remain safe.



18%
of Victoria's landmass

70%



of Victoria's coastline

We care for approximately 18 per cent of Victoria's landmass (4.1 million hectares), and 70% of Victoria's coastline



We manage the estate in partnership with Traditional Owners, government and non-government organisations, park neighbours, friends' groups and the broader community

13,000

We protect important cultural landscapes including more than 13,000 registered Aboriginal places

450



We support over 450 licensed tour operators who operate on the Parks Victoria estate



1.6 million

We strive to treat approximately 1.6million hectares annually to minimise the impact of pest plants, pest animals and overabundant native animals and plants in our park

Over 20,000 volunteers proudly contribute to the health and vibrancy of our parks each year **20,000 volunteers**

430

Approximately 430 of our staff help keep Victorians safe by supporting the Department of Energy, Environment and Climate Action's bushfire and other emergency response



125 million

Every year we welcome around 125 million visits into nature



We build new and replace existing assets to service the community: from roads, bridges and lookouts to sport ovals, netball courts and playscapes

3,500
visitor sites

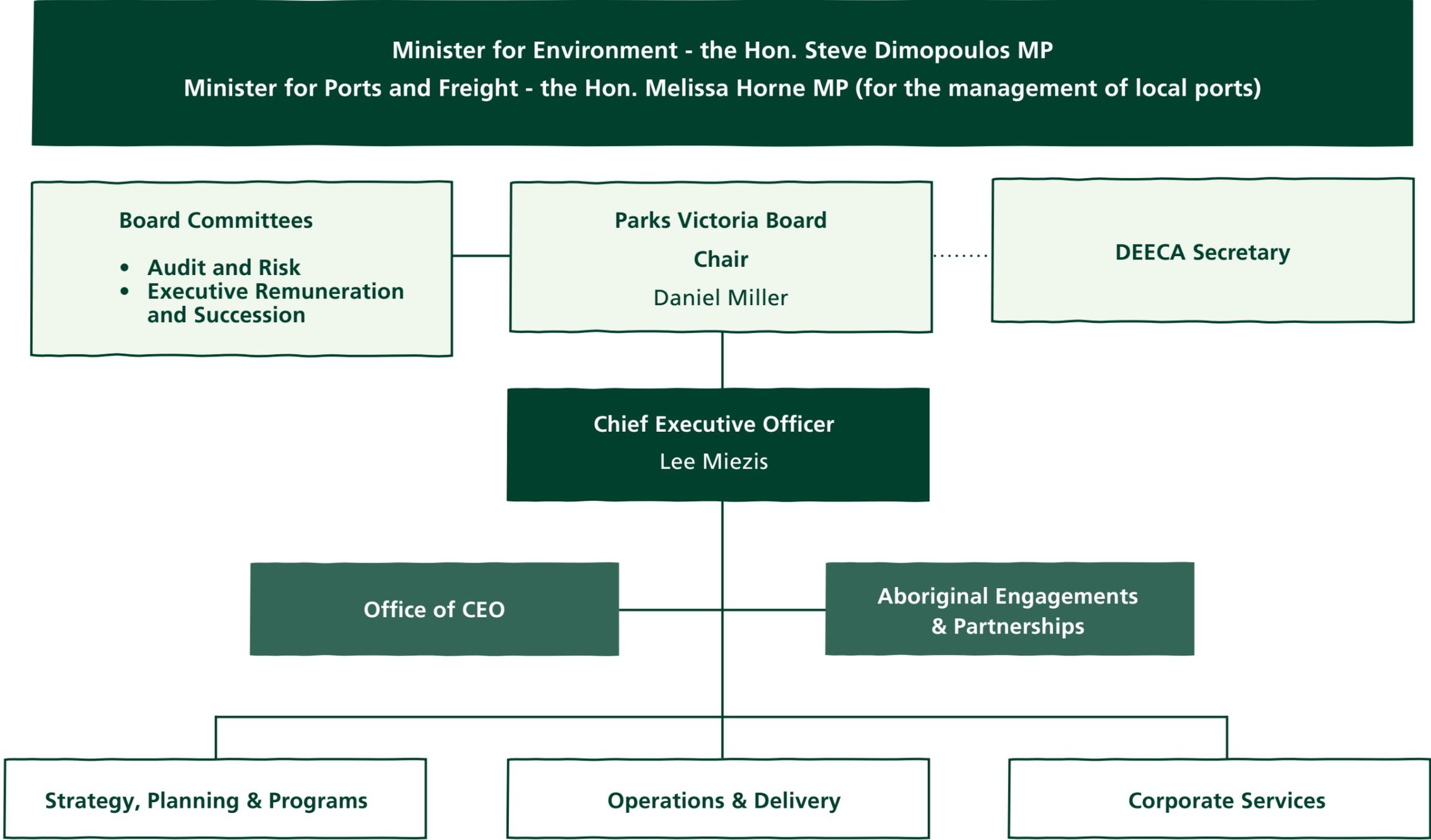
We manage more than 3,500 visitor sites including 1,400 camping areas, 465 day visitor areas and 254 picnic grounds



465 day visitor areas
1,400 camping areas
254 picnic grounds



Our Organisational Structure

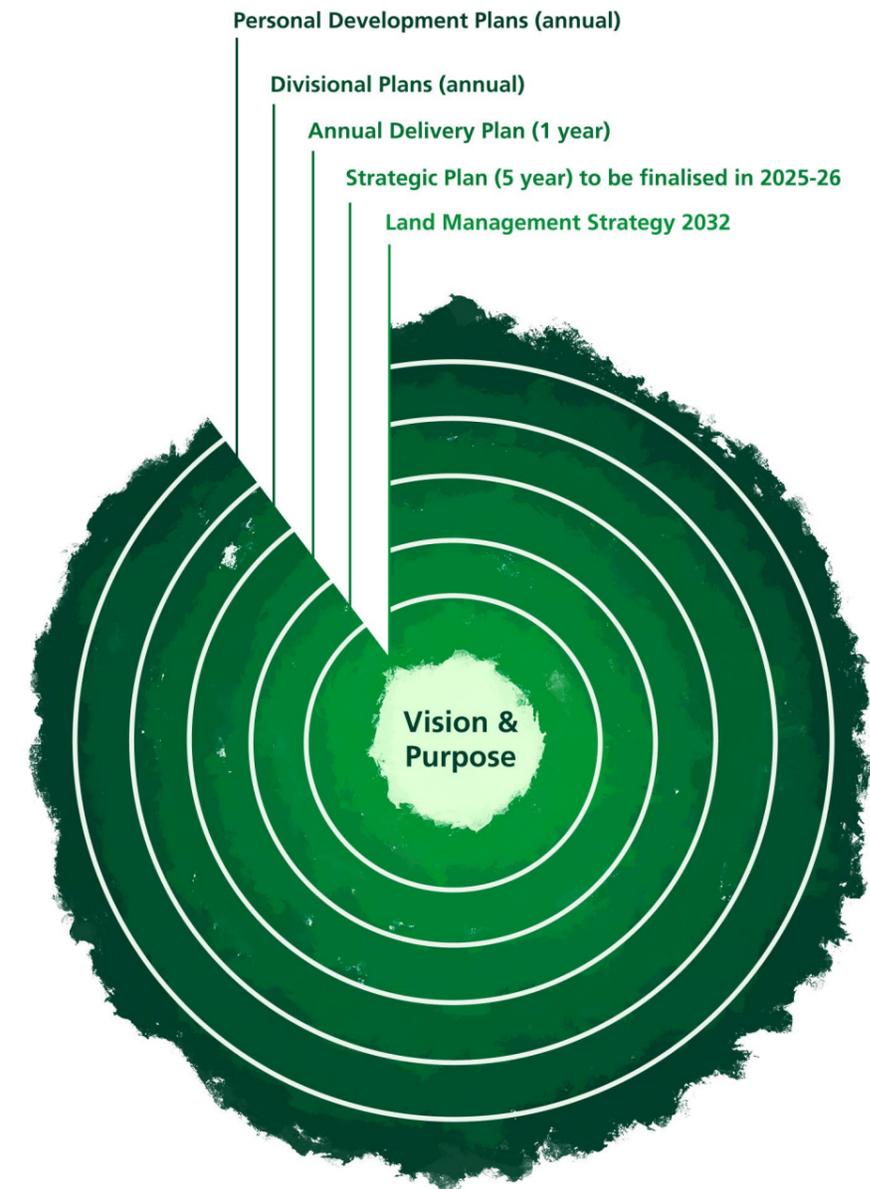


Delivering Our Obligations

The Parks Victoria Act 2018, provides us with clear objectives and functions to manage Victoria's diverse parks system.

Along with other State and Commonwealth legislation and Victorian Government policies and priorities, we are guided by a Statement of Expectation issued by the Minister for Environment on 3 August 2025. This statement makes clear the expectations of us as a park management agency for the community and environment.

Our cascading framework of strategies and plans build on our government obligations and provides the roadmap for achieving our goals and ensuring our resources are coordinated and targeted. They provide clear direction to ensure we are all working towards a common objective.



Parks Victoria develops an annual delivery plan each financial year, which outlines our focus and key deliverables for the coming 12 months.

The 2025-26 Annual Delivery Plan identifies our priorities for the year, as well as our core services and the projects we will deliver.

The annual delivery plan is reported quarterly to the Board and management so that we can respond to evolving operational conditions, ensuring we remain strategically focused on the most critical priorities while optimising our contribution to the community and environment.

Our Priorities

As we embark upon a period of transformation and organisational change, this set of 8 organisational priorities informed our annual delivery planning and the allocation of our resources. They make clear what we are focussed on delivering for government, community and stakeholders in 2025-26.

Parks Victoria remains committed to ensuring parks are healthy and resilient for the enjoyment of current and future generations.

P1

Organisational reform

Develop a reform plan and implement a 'back to basics' approach to conservation and land management and implement business improvements to governance, risk management, engagement and financial management within Parks Victoria.

Strengthen place-based delivery, with empowered local decision making that is supported by efficient, effective and responsive guardrails and enabling functions.

P2

Taking action to improve the health, safety and wellbeing of our staff

Deliver programs and initiatives to foster an inclusive culture that are informed by the People Matter Survey and feedback from staff, ensure the safety and wellbeing of our people in both operational and non-operational roles and promote the development of leadership and management capability within Parks Victoria.

P3

Open, safe and clean parks and reserves

Plan and deliver efficient park management services such as managing visitor sites, grass cutting, toilet/facility cleaning, track and grounds maintenance and prioritise and reopen assets in consultation with the community to enable Victorians to enjoy the outdoors.

P4

Delivering the capital works program

Strengthen and accelerate the delivery of the capital program of projects across the estate in line with government priorities and informed by stakeholder and partner expectations on scope and timeframes. This includes works to protect and enhance Serendip Sanctuary and the You Yangs (Wurdi Youang), create more inclusive facilities at the Deep Rock sporting pavillion and rebuild or repair piers and jetties at Dromana, St Leonards, Warneet and Workshops.

P5

Delivering on-ground nature conservation programs

Informed by biocultural knowledge, climate and ecological science, focus on conservation through coordinated investment and the delivery of weed and pest management, overabundant native animal management and threatened species programs with portfolio partners and the community.

P6

Engaging in the community and supporting volunteers

Establish and improve systems, guidance and procedures for community consultation and engagement to drive more informed decision making within Parks Victoria and improve volunteer participation by making it easier to safely and effectively contribute to the management of the parks estate.

P7

Implementing and strengthening joint management

Work with Traditional Owners to implement and further strengthen new and established joint management arrangements and other partnerships to contribute to the Victorian Government's commitment to Aboriginal Self-Determination, Treaty and Truth.

P8

Supporting the Great Ocean Road Reforms

In collatoration with The Great Ocean Road Coast and Parks Authority and the Department of Energy, Environment and Climate Action, support and implement reforms to the management of the coasts and parks along the Great Ocean Road.

Our Services

We have structured our functions into core and enabling services to deliver on our priorities and obligations.

Core Services

Land Management

We deliver on ground park management services to ensure parks and reserves are open, safe and clean for visitors to enjoy the outdoors. We maintain tracks, campgrounds, toilets and barbeques and look after important environmental and cultural heritage values within the parks estate.

Conservation and Education

We deliver comprehensive conservation outcomes through science-based planning and on-ground program delivery, leading flagship programs like the Prom Sanctuary and Alpine Intensive Management Program while building partnerships supporting environmental education and managing critical species habitat protection, weed control, and heritage compliance across Victoria's parks.

Waterways Management

We manage the Yarra, Maribyrnong and other minor waterways, providing services that support recreational use and commercial activity on waterways including litter and floating debris collection, liaison with community groups and commercial operators. Support major events and other river activity with river closures and traffic management.

Visitor and Recreation Asset Management

We deliver comprehensive asset management through strategic planning, lifecycle cost modelling, AMAF compliance, and monitoring programs for built assets, dams and safety measures. We maintain visitor infrastructure including roads, shelters, lookouts and walkways.

Capital Works

We deliver comprehensive project management and capital delivery services encompassing performance reporting, annual compliance, supplier panel management, and deliver both asset renewal projects and major capital improvements aligned with government investment priorities.

Commercial

We provide targeted and effective customer services including camping and accommodation and enable visitor economy opportunities and the utilisation of commercial assets appropriately on the parks estate.

Tourism Facilitation

We actively collaborate with our tourism industry partners to ensure parks and waterways contribute to Victoria's visitor economy.

Port Management

We are the Local Port Manager for Port Phillip Bay, and Western Port, and the Waterway Manager for the Yarra and Maribyrnong rivers. We provide safe and convenient access to local ports that support commercial and recreational users. This includes commercial and public transport passenger and car ferry services, commercial and recreational fishing, recreational boating, and tourism.

Regulation

We develop and implement regulatory strategy by setting internal roles and responsibilities for regulatory functions - from education to enforcement - to achieve positive behaviour change in the community. We support staff training and capability development, providing clarity on service delivery with land management partners, and the Office of the Conservation Regulator.

Enabling Services

Community Engagement

We cultivate strategic partnerships, community organisations and volunteer networks, providing essential resources and infrastructure support to enhance collaborative conservation outcomes. We integrate community engagement into our operational framework, leveraging collective expertise and commitment to advance our conservation and park management objectives and ensure place-based decision making is informed by community needs and stakeholder perspectives.

Traditional Owner Partnerships

We partner and engage with Traditional Owners and support joint management arrangements, advance cultural heritage protection priorities including Rock Art and Ancestral Remains, and contribute to whole of government efforts to support Self-Determination, Treaty and Truth. We implement our Aboriginal Employment and Wellbeing Plan, developing cultural safety frameworks to best support these Traditional Owner partnerships.

Scientific Research and Advice

We build strategic partnerships with research institutions, agencies and community organisations to inform and shape evidence based planning and delivery of land and conservation programs.

Corporate Services

We are transforming Parks Victoria through a "back to basics" that provides the key enabling services that support on-ground delivery of land and conservation management. This includes financial management, technology infrastructure and cyber security alongside comprehensive workforce services including HR partnering, risk management, procurement, legal, governance, corporate planning and facilities management.

Key Projects

We have prioritised 17 key projects for inclusion in this annual delivery plan. Divisional plans provide the full complement of projects to be delivered in 2025-26.

Parks Victoria will monitor progress on these key projects through regular reporting to the Board and management ensuring strategic focus is maintained and to optimise our contribution to the community and environment.

Priority Alignment	Key project description
P2	Improve employee wellbeing and safety Appropriately address health and safety risks, support people focused change management and develop and implement culture initiatives that are responsive to the annual People Matter Survey and improving employee engagement.
P3	Statewide recovery program Deliver the recovery program across the state to enable Victorians to experience and enjoy the outdoors following fires, floods, storms and other events.
P3	Open, safe and clean Deliver land management services needed to enable the safe and accessible enjoyment of the parks estate. This includes visitor asset maintenance, road repairs, grass and grounds maintenance, cleaning and visitor safety.
P4	Capital works (major new capital works) Design, plan and deliver capital improvement works associated with new investments in the parks estate.
P3	Dyurrite Cultural Landscape Management Plan Amend the Management Plan for Mount Arapiles–Tooan State Park (Dyurrite Cultural Landscape) and improve visitor facilities and education programs to support park users to understand and protect the important cultural and natural values in partnership with the Barengi Gadjin Land Council.
P4	Capital works (existing assets) Plan, design and deliver asset renewal and upgrade works across the parks estate.
P1	Parks Victoria Transformation Develop a reform plan and implement a 'back to basics' approach to conservation and land management. Implement business improvements to governance, risk management, engagement and financial management to improve delivery outcomes.
P7	Strengthen Traditional Owner partnerships and engagement Develop and review partnership agreements and engagement frameworks and support whole of government approaches to joint management, self-determination reform and treaty.
P1	Improve risk management Update and improve risk management approaches, including frameworks, policies, procedures, business wide support and reporting to better enable the delivery of core land and conservation management programs.

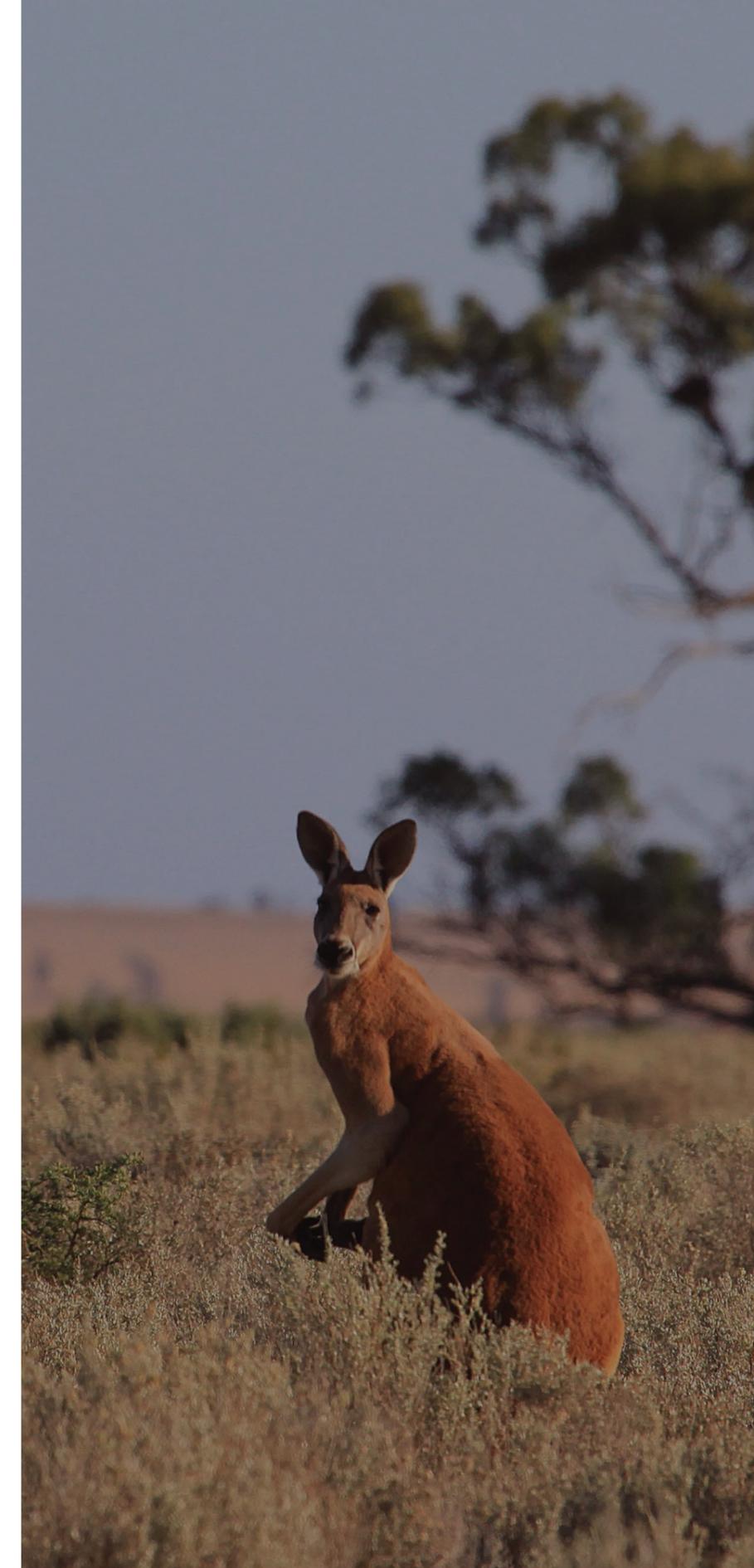
Priority Alignment	Key project description
P1	Enhance financial and project management capability Enhance capabilities in financial and project management, ensuring clarity of role and consistent practices are applied to support efficient delivery of projects and initiatives.
P8	Support the implementation of the Great Ocean Road reforms Support and implement the transfer of land, assets and responsibilities to the Great Ocean Road Coast and Parks Authority to deliver on reforms to the management of public land along the Great Ocean Road.
P6	Strengthen community engagement Strengthen Parks Victoria's approach to community engagement, to improve place-based decision-making.
P5	Coordinate scientific advice to inform monitoring, evaluation, reporting and improvement Provide specialist, scientific and technical advice and services on biodiversity and threatened species to undertake and improve monitoring, evaluation and reporting and delivery.
P5	Deliver critical conservation programs Informed by biocultural knowledge and science, deliver critical conservation programs including habitat protection for vulnerable native species, overabundant native animal management (i.e. koala and kangaroo control), Prom Sanctuary, French Island, North-west semi-arid woodland restoration, Gariwerd (including fire recovery) and Alpine Intensive Management. Address priority threats to species and ecosystems by actively reducing the impacts of pest plant and animal control, major disruptions from bushfires, floods and climate change.
P7	Protect and manage Aboriginal cultural heritage Develop and implement an Aboriginal Cultural Heritage Plan, provide specialist advice and assessments to support delivery of projects and services, deliver minor protection works in partnership with Traditional Owners, provide advice and training to employees and contractors, manage organisational compliance reporting under the <i>Aboriginal Heritage Act 2006</i> and develop specialist permits required to deliver PV's strategic priorities in cultural heritage, focusing on Rock Art, Ancestral Remains and burial places.
P3	Deliver asset planning strategy Deliver an asset management strategy, asset class plans, road management plan, asset prioritisation and lifecycle asset cost models and undertake AMAF compliance and maturity assessments.
P6	Volunteer support Make it easier for people and groups to volunteer and equip them with the required support materials (e.g. gloves, mulch, seedlings, and hand tools) to enable volunteer groups to deliver valuable support to land and conservation management.

Performance Measures

Our service delivery performance is assessed against performance measures and targets set internally, and by the Victorian Government for the Parks Victoria output in the 2025-26 Department Performance Statement (DPS) published with the State Budget.

Internal Measures		Baseline	2025-26 Target
P1	Percentage of transformation actions completed	New	95
P2	Employee engagement index	54	67*
P2	Employees experiencing high to severe work related stress	28.9	22.8
P2	Total reportable injury frequency rate (TRIFR)	16.5	11.5
P2	Percentage of staff with emergency management certification	New	38
P3	Percentage of significant visitor assets open	90	95
P3	Percentage of high priority visitor assets open meeting park service objectives	90	95
P4	Percentage of capital works program completed within schedule and budget	New	95
P5	Number of large-scale programs (over \$1m) in parks where adaptation to climate change response is the primary goal	2	3
P5	Percentage of critical conservation program projects on track	New	90
P6	Visitor satisfaction monitor rating	82	84
P6	Positive and neutral community sentiment	85	85
P7	Number of Traditional Owner organisations with an agreed role in park management	9	10
P8	Percentage of GORCAPA land transfer and reforms implemented as per legislation	New	100
DPS Output Measures	Area treated to minimise the impact of pest plants and animals and overabundant native animals in parks managed by Parks Victoria	1.6 million hectares	1.6 million hectares
	Total area of estate managed by Parks Victoria	4.12 million hectares	4.12 million hectares
	Visits to national, state, urban and other terrestrial parks	84 million visits	85 million visits
	Visits to piers and jetties	39 million visits	40 million visits
	Significant built bay assets managed by Parks Victoria rated in average to excellent condition	80%	80%
	Significant built park assets managed by Parks Victoria rated in average to excellent condition	88%	88%

*VPS Average



Resources

We use our resources to deliver our priorities and meet our obligations under the *Parks Victoria Act 2018* - enabling ongoing service delivery, implementing key projects, strengthening productive partnerships, developing our people and building a high performing culture.



Our Budget

Parks Victoria's revenue for 2025-26 is forecast at \$260.1 million, with expenditure of \$254.2 million. Due to the timing of when revenue is received, Parks Victoria uses its cash reserves to manage cashflows and achieve a balanced budget.

Summary of 2025-26 Budget	Services	Projects	Total
Revenue (\$ million)			
Parks and Reserves Trust Account funding	88.7		88.7
Government Appropriations	65.2		65.2
Income Generating Activities and Other	38.8		38.8
Specific project funding and initiative funding		67.5	67.5
Total revenue	192.6	67.5	260.1
Operating Expenditure (\$ million)			
People Costs	(127.2)	(13.7)	(140.9)
Contracted Services	(41.4)	(28.3)	(69.7)
Insurance Premium	(23.6)		(23.6)
Information technology costs	(10.4)		(10.4)
Accommodation costs	(8.9)		(8.9)
Other costs	(0.6)		(0.6)
Total operating expenditure excl Depreciation	(212.2)	(42.0)	(254.2)
Net Result before depreciation	(19.6)	25.5	5.9
Capital Program	(1.9)	(99.4)	(101.3)
Drawdown on cash reserves	(21.5)	(74.0)	(95.4)
Net result	-	-	-

From 1 July 2025, Parks Victoria has 1,133 employees, with 864 in ongoing positions in the organisation.

Our People

The strength of our organisation lies in our people. We are committed to fostering their safety and wellbeing while cultivating an exceptional workplace culture that enables our people to thrive.

The implementation of our culture commitments is one way we acknowledge our unique way of working and support the delivery of a strong, authentic and sustainable culture. Together with the Victorian public sector values and our guiding principles they combine to guide the behaviours that are expected and celebrated at Parks Victoria.

Annual surveys serve as our primary mechanism for evaluating organisational culture, capturing direct employee feedback on workplace experiences to guide performance improvement initiatives. These insights inform comprehensive culture action plans that support our commitment to excellence. In 2025-26 we will focus on executing these plans and advancing the cultural transformation our workforce has told us they want at Parks Victoria.

Risk Management

To better align with the requirements of the Victorian Government Risk Management Framework, we will be reviewing our Risk Management Framework and Risk Appetite Statement in 2025-26.

Our new approach will pivot from risk aversion to developing the capability to manage risk. This will be achieved by promoting a positive risk culture and having risk management systematically embedded in annual delivery planning and in all activities and processes across the organisation.

While we do this work and the Board sets a new 5-year Strategic Plan we have identified 11 interim strategic risks. Each risk has an established treatment plan for mitigation.

Management of these risks is regularly monitored and reviewed by the Senior Executive Committee. The outcomes of this monitoring and review are reported to the Audit and Risk Committee and the Board biannually or as required.

Operational risks are identified and managed through divisional plans.

Strategic Risks

ER-01 Significant harm to health, safety or environment	Health, safety and/or environment controls are inadequate or breached leading to death, serious injury or major environmental damage
ER-02 Cyber and information compromise	Exposure, loss of critical assets and sensitive information, or reputational harm as a result of a cyber-attack or other data security breaches
ER-03 Compromised financial sustainability	Funding constraints impede business as usual services and project delivery
ER-04 Natural disaster and other disruptions	More frequent and intense disruption events driven by weather, activist actions or other incidents
ER-05 Inefficient operating model	Poorly defined and/or understood operating model and service standards leading to inefficient and inconsistent service delivery
ER-06 Inadequate climate change readiness	Parks Victoria fails to constructively manage the increasing impacts and threats of climate change to value and assets on the park estate, and to the wellbeing and safety of its staff, partners, community and visitors
ER-07 Organisational culture inconsistency	Parks Victoria's organisational culture and workforce capability and capacity do not align to or underpin its strategic ambitions
ER-08 Breakdown of Traditional Owner relationships	Failure to deliver promised outcomes and conflicting priorities and expectations impact Parks Victoria's relationship with Traditional Owners
ER-09 Value proposition erosion	Significant loss of political and/or social licence to operate
ER-10 Biodiversity loss	Biodiversity loss of animal and plant populations, species, habitat and ecosystem function
ER-11 Business systems and processes	Key business systems and processes are not fit for purpose or inconsistently applied thereby reducing operational efficiency and effectiveness



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