

CONSERVATION MANAGEMENT PLAN

2025 – 2030

Phillip Island NATURE PARKS

September 2025

penguins.org.au



We acknowledge the Bunurong as the Traditional Owners of the land on which we live, work, and learn. We pay our respects to their Elders, past and present, and recognise their role in caring for Country over thousands of years. We also acknowledge their continuous connection to the land, water, sea, and sky on Milawul.

Conservation Management Plan 2025-2030

Introduction

This plan provides a clear roadmap to deliver the Nature Parks Strategy 2025–2035.
The key initiatives for achieving success over the next five years are outlined in the Management Plans for Tourism, Conservation, Business Services, and Infrastructure and Planning. We recognise that these plans are interconnected and cannot be delivered in isolation.

To ensure alignment, we have cross-referenced and refined initiatives that require collaboration across departments and with key stakeholders. This helps our teams understand their roles, responsibilities, and timelines. We also acknowledge the contributions of others by identifying our Partners and Contributors, ensuring a shared understanding of responsibilities for the initiatives we lead. To help enable consistency across plans we have created the following definitions:

- **Lead** – The function/leader responsible for initiating, driving and overseeing the initiative on behalf of the whole organisation.
- **Partner** – The function(s) / Leader(s) responsible for collaborating, dedicating resources to the initiative and/or delivering upon elements of the initiative.
- **Contributor** – The function(s) / Leader(s) who provide advice and guidance, who assist in communicating with staff/stakeholders, but do not have a critical role or significant resources invested into the initiative.

Conservation key priorities

This plan lays the foundation for Conservation for the future (beyond the life of this plan) and embeds the concept of evidence-led conservation in our programs by strengthening data, frameworks, and processes to guide our decision-making.

It signals the beginning of a more targeted and future-focused phase of land management and acknowledges both the opportunities and the challenges we face including defining ecological reference conditions, implementing programs to restore a balanced ecosystem and projecting future trajectories in a changing climate.

Priorities within this plan include initiatives that will strive towards the long-term security of little penguins, koalas and threatened species and improving the overall health of ecosystems on Milawul by working alongside Bunurong Land Council to integrate cultural knowledge into our work.

Planning Framework

The diagram below shows how the Strategy 2025–2035, this Management Plan, and our Annual Business Plan and Budget work together.
The Strategy sets the overall direction. The Management Plans explain how each department will put that strategy into action. The Annual Business Plan and Budget then provide the detailed commitments for each financial year.

These annual plans also guide team goal setting and individual KPIs, ensuring alignment across the organisation



Other frameworks to guide the 5-Year Conservation Plan

The plan is carefully aligned with a range of existing plans, frameworks, guiding documents and policies to ensure consistency and support across multiple levels. This alignment helps integrate shared goals and best practices throughout its implementation.

1. **Marine & Coastal Policy 2020 and Marine and Coastal Strategy 2022.**

The plan is aligned with both the Marine and Coastal Policy (2020) and the Marine and Coastal Strategy (2022).

- The Marine and Coastal Policy (2020) sets the policy for planning and managing the marine and coastal environment, and to provide guidance to decision makers in achieving the objectives of the Marine and Coastal Act (2018). Link: Marine and Coastal Policy 2020. The policy lifetime is 10-15 years.

- The Marine and Coastal Strategy 2022 provides an action plan for five years to begin implementing the Marine and Coastal Policy 2020. Six action pillars guide activities that support sustainable use of the marine and coastal environment and improve how we manage the health of the marine and coastal environment. Link: Marine-and-Coastal-Strategy_May-2022.pdf. The plan delivers across all the Action Areas.

2. **Protecting Victoria's Environment – Biodiversity 2037**

This plan is aligned with the Victorian Government's two overarching biodiversity goals:

1. Victorians value nature, fostering a strong connection and commitment to conserving the environment, and
2. Victoria's natural environment is healthy, resilient, and thriving.

These goals target key objectives, including increasing native vegetation through revegetation and protection. As a result, significant hectares of habitat will be restored and protected, contributing to landscape-scale conservation.

Regulatory context

The plan complies with all relevant federal and state legislation, ensuring activities are consistent with legal requirements for environmental protection and biodiversity conservation. The plan supports best practice management while aligning with statutory obligations.

Federal

- Environment Protection Biodiversity Conservation Act 1999 (EPBC Act 1999)

State

- Flora and Fauna Guarantee Act1988 (FFG Act 1988)
- Prevention of Cruelty to Animals Act 1986
- Catchment and Land Protection Act 1994
- Marine and Coastal Act 2018
- Crown Land (Reserves) Act 1978
- Wildlife Act 1975
- Aboriginal Heritage Act 2006
- Aboriginal Heritage Regulations 2018
- Bass Coast Distinctive Area Landscape (DAL)

Local Government

- Climate Change Action Plan
- Bass Coast Biolinks 2018
- The Natural Environment Strategy 2016-2026
- Domestic Animal Management Plan 2025
- Healthy, Safe and Resilient Bass Coast
- Disability Action Plan

Conservation Management Plans

- Weed Management Plan 2025
- Phillip Island (Millowl) Wildlife Plan 2020
- Fire Management Plan 2023-28
- Threatened Species Plan 2019
- Threatened Flora Management Plans 2020

Community Management Plans

- Reconciliation Action Plan 2024-2027
- Community Impact Plan
- Disability Action and Inclusion Plan

Business as Usual (BAU) refers to the organisation's standard, ongoing operations and routine functions. BAU operations routinely support the functions mandated by the Crown Land (Reserves) Act 1978, as well as other relevant legislation and management plans as listed above, ensuring the vitality, safety, and stewardship of public land. These statutory obligations are carried out through day-to-day activities such as emergency management, flora and fauna management, pest animal and plant control, compliance and enforcement, and maintaining its reserves.



Priority 1 – Bigger and Better Natural Areas

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE (FY)	WHO
The overall extent of native habitats across Phillip Island (Milawul) has increased 10 Year KPI: Revegetation of 37.3 ha of the Nature Parks reserve network has commenced with 75% cover of the desired native vegetation type achieved by 2035.	**Revegetate available land managed by the Nature Parks**	1.1	Revegetation, monitoring and reporting procedure to be finalised and adopted for all revegetation projects	Procedures finalised and implemented	2026-27	Plant Ecologist (lead) Environmental Restoration Supervisor (contributor) IT Department (partner)
		1.2	Restoration plan developed for Summerland Farm in line with direction set by Summerland Peninsula Master Plan.	Restoration Plan for Summerlands Farm completed	2028	Reserves Manager (lead) Plant Ecologist (contributor) Environmental Restoration Supervisor (partner) Senior Ranger – Reserves (partner)
		1.3	Restoration plan developed and 2.9 ha of revegetation undertaken at Conservation Hill.	2.9 ha of Conservation Hill has been revegetated to prescriptions outlined in restoration plan. Restora2.9 ha of Conservation Hill has been revegetated to prescriptions outlined in restoration plan.	2028	Reserves Manager (lead) Plant Ecologist (contributor) Environmental Restoration Supervisor (partner) Senior Ranger – Reserves (partner)
		1.4	Eucalypt plantation plan developed, and 2.4 ha of revegetation implemented for Crooks Block	2.4 ha of Eucalypt plantation has been established in Crooks Block as per prescriptions in plantation plan.	2028	Senior Ranger Wildlife (lead) Environmental Restoration Supervisor (partner) Projects and Planning Manager (contributor) Nursery Assistant (partner)
		1.5	Volunteers have contributed towards the delivery of increasing total extent of priority areas of focus.	Volunteers contribute towards delivering 30% of vegetation extent increase	2026-30	Community Impact Manager (lead) Senior Ranger (partner)
	Implement strategies to manage abundant native browsers	1.6	Herbivore management actions developed and implemented for priority areas to support revegetation activities and improve ecosystem health.	• Regulatory Management Plans for possums and wallabies developed, endorsed and implemented • Monitoring of Cape Barren geese population indicates declining population by 2030	2026	Wildlife Manager (lead) Research Manager (contributor) Senior Scientist (contributor) Marketing & Communications Dept (contributor)
		1.7	Deliver research actions for abundant native wildlife to support the Phillip Island Wildlife Plan	All committed and funded research programs completed to support informed decision making.	Ongoing	Wildlife Manager (lead) Research Manager (partner) Senior Scientist (contributor)
		1.8	Investigate the value of native predators to mitigate the impacts of abundant wildlife	Explore strategies to increase the population of powerful owls which may help regulate possum densities.	2026-27	Research Manager (lead) Wildlife Manager (partner) Senior Scientist (partner)
Phillip Island's native habitats have advanced condition, resilience and capacity to adapt to climate change **10-year KPI's:** Maintain or increase diversity of native plant species in priority areas of focus, compared with a 2025 baseline	**Plant recruitment:** Increase mean recruitment scores of key indicator species in priority areas of focus, compared with the 2025 baseline.	1.9	Develop and implement monitoring program to set a baseline and measure changes in recruitment for key indicator species in priority areas across the reserve network to ensure change is detected over 10 years.	Vegetation monitoring programs are established at priority areas of focus. Weed control is implemented at priority areas of focus with actions informed by vegetation monitoring programs. Develop a climate adjusted seed provenance strategy. Explore strategies and gather information to support ongoing efforts to improve soil health (including the role of mycorrhizal fungi).	2026-27	Plant Ecologist (lead) Reserves Manager (contributor) Senior Ranger Reserves (partner)
		1.10	Determine the feasibility of supplementing populations or reintroducing key species back into priority areas of focus.	Areas of low plant diversity and key vegetative structural elements in priority areas of focus have been identified.	2028	Plant Ecologist (lead) Reserves Manager (contributor) Senior Ranger Reserves (contributor)
		1.11	Review, update and deliver habitat management plans for six priority areas where revegetation is feasible.	Habitat management plans are developed and initiated across the six priority areas of focus.	2027	Reserves Manager (lead) Plant Ecologist (contributor) Senior Ranger Reserves (contributor) Environmental Restoration Supervisor (contributor)
		1.12	Review, update and deliver actions in recovery plans for threatened species and ecological communities including an assessment into the feasibility of including additional species or communities.	Threatened flora recovery actions for five species have been determined.	2027-28	Reserves Ranger (lead) Plant Ecologist (contributor) Reserves Manager (contributor)

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE (FY)	WHO
	Overall condition: Maintain or improve the mean vegetation condition score of the Nature Parks reserves on Phillip Island (Milawul), (relative to a 2025 baseline). Maintain or reduce mean weed cover in priority areas of focus (relative to a 2025 baseline). Maintain or increase mean canopy cover in woodlands (relative to a 2025 baseline).	1.13	Increase the diversity of vegetation at the Penguin Parade to improve the resilience of little penguin habitat under a changing climate through revegetation and restoration	Enhanced structural and species diversity plans of native vegetation have been established at the Penguin Parade, following the completion of capital works.	Ongoing	Senior Ranger Reserves (lead) Reserves Manager (partner) Environmental Restoration Supervisor (contributor)Plant Ecologist (contributor)
		1.14	Develop and implement vegetation condition monitoring program that will detect change in priority areas across the reserves network.	Vegetation condition established for priority areas of focus (relative to 2025 baseline). Monitoring regime is implemented and informing adaptive management outcomes.	2026-30	Plant Ecologist (lead) Reserves Manager (partner) Senior Ranger Reserves (partner)
		1.15	Research and develop the use of UAV and remote sensing as a tool to measure tree canopy health in woodlands and native versus non-native vegetation extent	A validated methodology for applying UAV and remote sensing technologies to assess tree canopy health, and to distinguish native from non-native vegetation.	2026-27	Plant Ecologist (lead) Reserves Manager (partner) Research Manager (partner) Senior Vertebrate Pest Officer (partner) GIS Officer (partner)
		1.16	Deliver secondary and tertiary work placements to support on ground works and monitoring contributing to improvement of the mean vegetation condition score of the Nature Parks reserves.	Students contribute to 2000 hours of on-ground works and monitoring towards the improvement of vegetation condition	Ongoing	Community Impact Manager (lead) Senior Ranger Reserves (partner)
A coordinated network of champions is driving change for nature on Phillip Island **10-year KPI:** Native vegetation cover outside managed reserves have increased by 4% on Phillip Island (Milawul).	**Collaborate with local land holders to accelerate revegetation of land outside Nature Parks**	1.17	Advocate for priority strategic land parcel acquisition on Phillip Island (Milawul), with key stakeholders to protect and enhance future biodiversity.	High priority land parcels identified and acquired	Ongoing	CEO (lead) General Manager Conservation (partner) General Manager Infrastructure & Planning (partner)
		1.18	Connect local landholders and community groups with nature finance markets by facilitating connections with brokers or other third parties that invest in natural capital.	Revegetation projects across Milawul are not reliant on government grants and are funded by private sector investment	Ongoing	Reserves Manager (lead) Community Impact Manager (partner) Environmental Restoration Supervisor (contributor)
		1.19	Develop and implement a sponsorship program that encourages land holders and local groups to direct revegetation activities to areas that buffer or connect priority areas.	Sponsorships support on-ground action in priority areas	Ongoing	Community Impact Manager (lead) Reserves Manager (partner) Environmental Restoration Supervisor (contributor)
		1.20	Develop Milawul Rewilding Volunteer Program in partnership with PILA to support conservation works across all land tenures on Phillip Island.	Volunteer team established and program is functioning.	2026-30	Community Impact Manager (lead) Volunteer Coordinator (lead)
We understand the risks to our sensitive marine and coastal environments	**Abiotic factors & ecological processes** Irreversible climate-induced impacts on abiotic factors (e.g. coastal erosion, sea level rise, increased risk of bushfire, heat stress) are managed to maintain landscape diversity and/or facilitate species adaptation.	1.21	Implement foredune management and climate adaptation measures at the Penguin Parade, including reshaping dunes, maintaining sand nourishment, modifying vegetation for penguin access, and monitoring outcomes through the Victorian Coastal Monitoring Program.	Stabilised foredunes at the Penguin Parade, supported by ongoing sand nourishment and adapted vegetation planting that maintains penguin access, with outcomes tracked through the Victorian Coastal Monitoring Program data sets.	2027-30	Senior Scientist (lead) Reserves Manager (partner) Senior Ranger Reserves (partner) Projects and Planning Manager (partner)
		1.22	Quantify ocean inundation and erosion at Seal Rocks and deliver scenario-based predictions for impacts on species (seabirds and fur seals) breeding and resting onsite.	Baseline data on ocean inundation and erosion processes at Seal Rocks established and providing evidence-based projections of impacts on seabird and fur seal breeding and resting habitats.	2027-29	Senior Scientist (lead) Research Manager (partner)
		1.23	Assess ocean inundation and coastal erosion risks to inform climate adaptation strategies at Churchill Island.	Coastal erosion processes study for Churchill Island provides site-specific climate adaptation strategies	F28	Reserves Manager (lead) Senior Scientist (partner) Senior Ranger Reserves (partner)
		1.24	• Work with Infrastructure and Planning to use Victoria's Resilient Coast Adaptation Pathways planning for priority areas: Churchill Island, Cape Woolamai, Surf Beach, Smiths Beach	Coast Adaptation Pathway plans developed for all priority areas by 2030.	F28	General Manager Infrastructure and Planning (lead) Projects and Planning Manager (partner) General Manager Conservation (partner) Reserves Manager (partner)

Priority 2 –Thriving Wildlife

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
Wildlife diversity is maintained on Phillip Island through climate adaptation and assisted transition.	**Climate-Resilient Wildlife Populations:** Predict and manage climate-driven changes in wildlife through monitoring and evidence-based decision-making to maintain biodiversity on Phillip Island.	2.1	Develop an early detection and monitoring program for newly arrived species on Phillip Island Monitor shorebird populations to identify climate-driven changes in distribution and abundance and inform adaptive management.	A register of new or novel species occurrences on Phillip Island is developed and updated annually	2027-30	Senior Scientists (leads) Research Manager (partner) Wildlife Manager (partner)
Minimise extinction risk on Phillip Island and beyond	**Secure populations:** Self-sustaining populations of existing threatened species (priority fauna) are stable or increase, relative to the baseline of 2025.	2.2	Undertake supplementary translocations of BSC with genetically diverse founders.	Year 3 success criteria for BSC translocation program met.	2028	Senior Scientist (lead) Wildlife Manager (partner) Research Manager (partner)
		2.3	Minimise impact of predation by feral cats and foxes, as well as reducing the spread of disease.	Develop a feasibility plan for feral cat free Phillip Island (Milawul).	2028	Wildlife Manager (lead) Research Manager (partner) Senior Scientist (partner)
		2.4	Implement genetic rescue of EBBs on Phillip Island (Milawul) and Churchill Islands and evaluate program success.	Genetic diversity of EBB populations on Phillip Island (Milawul) and Churchill Islands is increased relative to 2021 baseline so that EBBs have increased adaptive potential and resilience to ecosystem changes.	2027	Senior Scientist (lead) Wildlife Manager (partner) Research Manager (partner)
		2.5	Develop strategies to reduce the non-target risk of rabbit control activities and advocate for their broader application to other land managers on Phillip Island (Milawul).	Undertake trial to determine optimum strategy to control rabbits while minimising impacts to wildlife Results from trials are shared and strategies adopted by stakeholders	2027-28	Wildlife Manager (lead) Senior Scientist (partner) Senior Ranger Wildlife (partner)
	Koalas: Utilising the Koala Conservation Reserve, contribute to koala health and welfare programs that benefit Victora's koala population	2.6	Boost genetic diversity in captive koala population through management of breeding succession and exchange with other facilities.	Maintain or increase genetic diversity in captive koala population(s) at the KCR.	2026-30	Wildlife Manager (lead) Senior Ranger Wildlife (partner)
		2.7	Undertake one health research project that aligns with the Victorian Koala Management Strategy over the next five years.	Health research results are shared with stakeholders to benefit broader Victorian koala conservation outcomes.	2027-29	Wildlife Manager (lead) Senior Ranger Wildlife (partner) Ranger Wildlife (partner)
		2.8	Maintain a healthy population of captive koalas for public education and broader health research	Increase and maintain captive population of koalas at the Koala Conservation Reserve (KCR) to 20 individuals	2029-30	Wildlife Manager (lead) Senior Ranger Wildlife (partner) Ranger Wildlife (partner)
	Identify drivers of ecosystem change via indicator species: To inform risk and influence external stakeholders of ecosystem shifts.	2.9	Initiate development of a predictive terrestrial ecosystem model for Phillip Island (Milawul)	Foundational elements of a terrestrial fauna model are established to strengthen understanding of responses to management and environmental change	2027-30	Senior Scientists (lead) Research Manager (partner)
		2.10	Conduct a multispecies comparison of little penguins, Australian fur seals, and short-tailed shearwaters (STSW) focusing on their distributions and population dynamics, culminating in a comprehensive review paper.	Multispecies comparison is completed and results are communicated to external stakeholders. The influence of climate change on the movements of short-tailed shearwaters identified to inform population trends.	2026-30	Senior Scientists (lead) Research Manager (partner)
		2.11	Analyse and communicate population trends of Australian fur seals using SealSpotter citizen science tool.	Key drivers of population changes in Australian fur seals are identified and communicated to stakeholders.	2026-30	Senior Scientist (lead) Research Manager (partner)

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
		2.12	Apply the existing marine ecosystem model to estimate population changes as result of prey availability, fisheries, disease and habitat disturbance.	Marine ecosystem model applied to predict impacts in environmental factors and results shared with stakeholders	2026-30	Senior Scientist (lead) Research Manager (partner)
		2.13	Advance Little penguin resilience program.	Apply learnings from heat stress research and implement mitigation measures (eg. Habitat restoration and revegetation). Continue to develop and implement Penguin Management Plan for Summerland Peninsula. Update and implement Emergency Response Plans for heatwave events, marine pollution and disease outbreaks. Implement disease risk and surveillance program.	2026-30	Wildlife Manager (lead) All Conservation Managers (partner)
Little penguins maintain a stronghold population on Phillip Island	**Breeding success:** The overall long-term breeding success rate of 1.0 fledged chicks per breeding pair average is maintained over 10 years	2.14	Track little penguins to detect foraging changes at sea and provide data to support global penguin conservation efforts.	Site-specific breeding success data at key locations (Penguin Parade), demonstrates that population levels continue long-term breeding success of 1.0 fledged chicks per breeding pair, over the five years.	2026-30	Senior Scientist (lead) Research Manager (partner) Senior Research Officer (partner)
		2.15	Deploy innovative technology that records prey availability, shifting oceanographic conditions and penguin breeding success.	Sailing drone project continues to provide data on environmental conditions, food availability and impacts on penguin ecology	2026-30	Senior Scientist (lead) Research Manager (partner)
	Population size: Maintain the breeding population size at 80% of the 2022 baseline (37,000 breeding adults).	2.16	Island-wide penguin census informs population trends and guides management strategies.	Identify the frequency of little penguin census on emerging sub-colonies outside the Summerland Peninsula.	2027	Research Manager (lead) Senior Scientist (partner) Senior Research Officer (partner)
	Survival: A long-term average annual survival rate of adult little penguins is recorded at or above 80% with a one-year minimum survival rate of 76%.	2.17	Influence stakeholders to protect little penguin food sources and advocate for the implementation of the marine spatial planning under the Marine & Coastal Policy 2020 for Western Port Bay	Little Penguin health, foraging and population trends will contribute to State and Federal marine databases, including the State of the Marine Environment report.	2026-30	Senior Scientist (lead) Senior Research Officer (partner)
		2.18	Inform key stakeholders on the changes in breeding, foraging and prey distribution dynamics for little penguins.	Report the annual adult survival rates every three years Develop a mechanistic model to predict the change in spatial distribution of little penguins on land under climate change.	2026-30	Senior Scientist (lead) Senior Research Officer (partner)
		2.19	Build resilience in penguin population to reduce the threats from climate change, disease and marine pollution.	• Active and Passive disease research has established disease prevalence baseline for little penguins and results shared with stakeholders. • Develop strategies to reduce disease risk for penguins • Little Penguin Legacy project delivered • Develop and deliver Penguin Habitat Management Plan • Emergency Response plans for Oil Spill, heatwaves and disease updated and training delivered	2028 2026 2029 2027 ongoing	Senior Research Officer (lead) Senior Research Officer (lead) Wildlife Manager (partner) Reserves Manager (lead) Reserves Manager (lead) Senior Research Officer (lead)

Priority 3 – Traditional Owner Self-determination

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
Collaborative management of Country	Establish co-management agreements with Traditional Owners for priority areas of Milawul. Grow the scope of existing Service Level Agreements with the Bunurong Land Council Aboriginal Corporation (the Land Council) to strengthen self-determined works. Establish inclusive recruitment and development pathways for all levels of the organisation. Grow the leadership and Nature Parks team cultural understanding	3.1	Develop collaborative co-management plan for Ramsar coastline with the Bunurong Land Council Aboriginal Corporate (the Land Council) and any other Traditional Owner organisation that is a Recognised Aboriginal Party or Native Title holder for Milawul.	Co-management plan for Ramsar is developed.	2027	General Manager Conservation (lead) Reserves Manager (partner) Wildlife Manager (partner)
		3.2	Collaborate with the Land Council's Strong Country and Sea Country teams to improve healthy country and monitor key bird species with Ramsar sites.	Ongoing collaboration through identified partnerships.	Ongoing	Wildlife Manager (lead) Senior Ranger Wildlife (lead)
		3.3	Build relationships and establish trust for the organisations work with a broader range of individuals from the Bunurong Community through a targeted engagement and benefits program.	Engagement in Nature Parks activity improves	2029-30	General Manager Conservation (lead) Community Impact Manager (partner) CEO (partner) GM Tourism (partner) GM I&P (partner)
		3.4	Support transition of fur seal and seabird surveys on Deen Maar Island to Traditional Owner management.	Cultural Values Assessment completed and informed future planning.	2026-28	Senior Scientist (lead) Project and Planning Manager (contributor) Community Team (partner)
		3.5	Support cultural harvest practices on Phillip Island (Milawul) – guided by the Land Council Strong Country and Sea Country teams.	Surveys are led and managed by Traditional Owners	Ongoing	Wildlife Manager (lead) Senior Vertebrate Pest Officer (contributor) Senior Ranger Wildlife (contributor)
		3.6	Coordinate Lost at Sea Project – Ocean Inundation at Seal Rocks to support a cultural values assessment to identify tangible and intangible cultural values to Bunurong.	Cultural harvest practices are in place as per Bunurong aspirations.	2026-28	Senior Scientist (lead) Community Impact Manager (contributor)
Bunurong aspirations are embedded into decision making, planning and management		3.7	Support On Country Self-determination, as guided by the Land Council through the sustainable expansion of existing Service Level Agreement and transition of services.	Capacity building for Strong Country and Sea Country teams has increased.	Ongoing	General Manager Conservation (lead) Reserves Manager (Lead) Assistant Operations Manager (partner) Community Impact Manager (partner)
		3.8	Explore solutions to protect cultural heritage sites on management tracks at Cape Woolamai.	Cultural heritage protected and sites registered.	2026	Reserves Manager (lead) Reserves team (partner)
We are engaged, educated and an active ally in Victoria's Treaty process		3.9	Lead the organisation's preparation and participation in Traditional Owner Treaty negotiations.	Participation in negotiations are achieved.	2026-29	General Manager Conservation (lead) Community Impact Manager (partner) Reserves Manager (partner) Wildlife Manager (partner)
		3.10	Identify and share learning and development opportunities to support participation in Treaty negotiations.	Improved knowledge and capability	2026-29	Community Impact Manager (lead) Reserves Manager (partner) Wildlife Manager (partner)
		3.11	Continue to evolve cultural competency training workshops and build capacity internally for delivery,	Establish a schedule of mandatory cultural competency training driven by internal Reconciliation Action Plan Leadership Group and aligned with the aspirations of the Bunurong Land Council Aboriginal Corporation and Bass Coast Reconciliation Network.		Community Impact Manager (lead) RAP Leadership Group (co-lead) All Managers (partners)

Priority 4 – Excellence in Regenerative Tourism

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
Phillip Island's reputation as a world class wildlife destination is enhanced	Accreditations Marketing and Brand	4.1	Consider appropriate conservation-based accreditations that could build international brand credibility and advance the organisations objectives.	Confirm accreditation needs and submit applications	2028	Community Impact Manager (lead) GM Tourism (partner) Attraction Manager Parade/Nobbies (partner) Projects and Planning Manager (contribute)
		4.2	Contribute to conservation messaging for inclusion into marketing and brand strategy and outputs. Provide input into development of refreshed marketing strategy.	• Inclusion of conservation messages across a range of digital platforms • Participate in website and marketing campaign development	2026-28	Marketing & Communications Manager (lead) Community Impact Manager (partner)
Visitor experiences are inspiring, engaging and educational	Visitor Experience Project	4.3	Contribute to the development of a unified story of tourism regeneration across the Attraction and Reserve network. Identify opportunities to align messaging with community awareness campaigns. Share conservation efforts to support tourism to build visitor connections. Contribute to the development of conservation and cultural messaging for products and services	• Consistent approach to wayfinding across attractions and Reserves • Storytelling champions our conservation achievements. • Community awareness campaigns are promoted as part of the visitor experience.	2026	Tourism (Lead) Reserves Manager (partner) Community Impact Manager (partner) Community Engagement Officer (contribute) Wildlife Manager (contribute) Research Manager (contribute)
		4.4	Support development of product to consider its conservation impact and to assist in development of storytelling.	• Product development	2026-28	Community Impact Manager (contribute) Reserves Manager (contribute) Wildlife Manager (contribute)
Facilities are designed to connect people with nature, complement their environment and be safe and sustainable	Summerland Peninsula Masterplan	4.5	Support Summerland Peninsula Masterplan development.	Completed plan adequately identifies conservation priorities for the landscape.	2026	Reserves Manager (partner) Community Impact Manager (partner)
	Penguin Parade Boardwalks and Viewing Stands Development	4.6	Contribute to the project in relation to conservation considerations specifically in relation to environmental impacts and wildlife welfare. Drive the positive outcomes for the penguin colony and penguin habitat to ensure longevity of the colony and the ongoing viability of the visitor experience.	Develop environmental impact assessment and undertake monitoring requirements to ensure capital works do not compromise penguin access, behaviour, breeding and survival at Penguin Parade. Oversee construction works as required to ensure protection of penguin habitat Undertake habitat restoration works to improve penguin habitat at Penguin Parade Timeline for redevelopment aligns with resourcing capability to support implementation.	2026-29	Research Manager (lead) Senior Scientist (partner) Wildlife Manager (partner)
	KCR Functional Area Plan	4.7	Contribute to development of KCR Functional Layout Plan with consideration of wildlife management. Collaborate with Tourism to resolve the opportunities for nursery 'Retail' within the tourism 'Hub' at the KCR	Business case for Nursery commercialisation complete.	2026-29	Reserves Manager (partner) Wildlife Manager (contribute) Research Manager (contribute) Community Impact Manager (contribute)
	St Kilda Penguins	4.8	Contribute to research projects and provide guidance to Parks Victoria on the management of St Kilda's little penguin population to support successful tourism operations.	Timely advice is provided measured by feedback from Tourism team	Ongoing	Research Manager (partner) Wildlife Manager (contribute)
Use data for decision making	Data utilisation and comparison	4.9	Contribute to the development of accessibility related questions for inclusion in the visitor survey.	Insights and trends inform future planning	2027	Community Engagement Officer (partner) Community Impact Manager (partner)

Priority 5 – Supporting a Vibrant Community

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
Appealing and accessible natural areas provide a connection to nature	Improve accessibility across all sites and reserves and minimise gaps in trail networks.	5.1	Explore and identify accessibility and inclusion needs for the Nature Parks.	Disability Action Plan is developed.	2026	Community Team (lead) People and Culture Manager (partner)
		5.2	Review sensory inclusion accreditation with Kulture City accreditation at end of contract to inform future considerations.	Appropriate accreditation is identified and maintained	2027	Community Impact Manager (lead) Tourism (partner)
		5.3	Support development of a Park Facilities Design Manual, which considers the inclusion of a grading system for tracks and trails.	Manual is developed and implementation of recommendations for Reserves	2027	Reserves Manager (lead) Project and Planning Manager (partner)
		5.4	Contribute to initiatives to close trail gaps and develop future products to enhance the experience of all visitors to Nature Parks visitor sites.	Contribute to consultation processes to guide the development of projects to enhance the Nature Parks trail networks and new visitor experiences.	Ongoing	All Conservation Managers (partner)
		5.5	Support appropriate and relevant accessibility, gender and access related audits to be undertaken.	Relevant input into audits is provided to support improvement.	Ongoing	Project and Planning Manager (partner)
We are champions for Reconciliation within our community	First Nations community partnerships maintained and strengthened	5.6	Implement the deliverables (year-on-year) in the Reconciliation Action Plan.	Increased understanding of awareness of reconciliation commitments	Ongoing	Community Impact Manager (lead) All Managers (partner)
		5.7	Bi-annual Workplace RAP Barometer indicates an increase in knowledge, awareness and understanding of reconciliation commitments.	Identify opportunities to increase cultural competence	2026	Community Impact Manager (lead) People and Culture Manager (partner)
		5.8	Develop and deliver cultural competence training across the business.	Increased cultural competence across teams	2026-28	Community Impact Manager (lead) RAP Leaders (partner)
		5.9	Support up to five initiatives that support and influence social, cultural and economic aspirations of First Nations communities.	Initiatives that support and influence social, cultural	Ongoing	Community Impact Manager (lead) All Managers (partner)
We value the voices in our community, and they help shape our future	A collective vision for the Island is delivered through reciprocal knowledge sharing and engagement	5.10	Continue to work with the Community Environment Advisory Committee and community partners to expand and enrich opportunities for the Nature Parks to create positive community impact with a focus on conservation, tourism, reconciliation and accessibility and inclusion.	Strengthen our capacity as leaders in the community	2026-30	Community Impact Manager (lead) Community Engagement Officer (partner)
		5.11	Use Phillip Island (Milawul) as a case study to explore community attitudes and perceptions to inform communications and campaign development.	Data is used to inform community awareness campaigns and communications	2027	Community Impact Manager (lead) Community Engagement Officer (partner)
		5.12	Establish an understanding of the profile of the Phillip Island (Milawul) community to support community connections and partnerships.	Build community champions for changes through strong and effective connections	2027-30	Community Impact Manager (lead) Community Engagement Officer (partner)
Grow the number and breadth of our local community champions	Establish the Nature Parks as a driver for positive community benefits encompassing social, cultural, economic and environmental impacts	5.13	Develop a campaign plan through evidence-based decision making to drive action for nature.	5-Year Campaign Plan developed and activities planned to foster improved public connection and drive positive behaviour towards nature	2026	Community Engagement Officer (lead) Community Impact Manager (partner) Marketing and Comms team (partner)
		5.14	Establish relationships with key stakeholders to support five or more landholders that neighbour our reserves to contribute to ecosystem health and extent.	Increased and/or improved relationships with neighbouring landholders	2026-30	Community Impact Manager (lead) Community Engagement Officer (partner) Reserves Manager (contribute)
		5.15	Expand community partnerships to deliver at least two events that directly contribute to ecosystem health and extent.	Successful delivery of events that raise awareness	2026-28	Community Impact Manager (lead) Community Engagement Officer (partner) Marketing and Comms team (partner)
		5.16	Implement Community Giving Program to support community projects that raise awareness and drive conservation action.	Sponsorship, donations and grants provided to community projects and events that drive conservation action	Ongoing	Community Impact Manager (lead) Community Engagement Officer (partner)
		5.17	Continue to work alongside the Penguin Foundation to support priority conservation programs.	Collaboration leads to opportunities that support conservation programs	Ongoing	Community Impact Manager (lead) Community Engagement Officer (partner)

Priority 6 – Strong Organisation

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
Create a workplace collaboration, innovation and inclusivity come naturally	Improved recruitment and onboarding systems	6.1	Work with P&C to develop a succession plan for key roles in Conservation department.	Succession plan for Conservation developed and implemented	2026	GM Conservation (lead) Conservation Managers (lead) People and Culture Manager (partner)
		6.2	Embed organisation Vision and Values into Conservation team.	Purpose and Values included in performance plans and reviews	Ongoing	Wildlife Manager (lead) Research Manager (lead) Reserves Manager (lead) Community Impact Manager (lead) GM Conservation (partner)
		6.3	Contribute to planning for improved recruitment and onboarding systems.	Improvements in recruitment and onboarding systems	2027-28	Wildlife Manager (lead) Research Manager (lead) Reserves Manager (lead) Community Impact Manager (lead) GM Conservation (partner)
	Organisational-wide leadership development programs	6.4	Ensure Conservation leaders participate in leadership development program.	80% of leaders completed program	2027-30	Wildlife Manager (lead) Research Manager (lead) Reserves Manager (lead) Community Impact Manager (lead) GM Conservation (partner)
	Enterprise Agreement	6.5	Support implementation of the EA.	Successful implementation of EA within Conservation team	2026-30	People and Culture Manager (lead) All Conservation Managers(partner)
	Diversity and Inclusion	6.6	Support establishment of Diversity and Inclusion Framework to connect all aspects of diversity, inclusion, culture, activities and initiatives Contribute to advancing Gender Equity and Anti-discrimination initiatives, including the development and implementation of Gender Equity Action Plan FY26-30 Lead the development of the Disability Action and Inclusion Plan Lead the delivery of the delivery of Reconciliation Action Plan	Practical contributions to the Diversity and Inclusion Framework and Gender Equity Action Plan Develop and implement Disability and Inclusion Plan and Reconciliation Action Plan aligned with the overarching Diversity and Inclusion Framework	2026-30	People and Culture Manager (lead for Diversity and Inclusion Framework, Gender Equity Action Plan) Community Impact Manager (lead for Disability and Inclusion Plan, Reconciliation Action Plan) All Conservation Managers (partner)
	Accessibility training	6.7	Support development of a training guide and information packs for delivery to tourism staff.	Training and packs implemented and staff awareness and competency increased.		Community Impact Manager (lead) Business Services (partner)
Make safety second nature	Safety maturity roadmap	6.8	Support the implementation and evaluation of the safety Maturity Roadmap including the development of workplace procedures, e.g. Working in Isolation.	Improvements in safety maturity scores for Conservation department	2026-30	Business Services (Lead) Conservation Management Team (partner)
Grow sustainably for the future	Sustainability targets	6.9	Contribute to sustainability targets through Natural Capital Financing opportunities to support aim of carbon neutrality by FY30	Increased sustainable management of natural assets	2026-30	Reserves Manager (contribute) Business Services (partner) GM Conservation (lead)
		6.10	Support process to embed environmental sustainability metrics into financial systems and reporting.	Environmental metrics integrated by FY29	2027-29	Business Services (Lead) Conservation Management Team (partner)
		6.11	Support review of the enabling legislation for Crown Land Reserves Act as required.	Option paper developed	2028-29	Chief Executive Officer (lead) GM Conservation (partner) Reserves Manager (contribute)

STRATEGIC OUTCOME	INITIATIVE	ACTIONS		SUCCESS MEASURES	TIMELINE	WHO
Simplify, innovate and stay ahead	Reporting and data tools	6.12	Work with IT to develop a conservation master data and infrastructure strategy and to implement tools to support baseline data collection and reporting.	System improvements achieved for Conservation team.	2026-30	Business Services (framework lead) All Conservation Managers (framework partner & data quality lead)
Our brand inspires trust and connection	Build a conservation focused brand through a revitalised Marketing and Comms Strategy	6.13	Contribute to conservation messaging for inclusion into marketing and brand strategy and outputs.	Inclusion of conservation messages achieved	2026-28	Business Services (Lead) Conservation Management Team (partner)
	Website redevelopment	6.14	Support website redevelopment project.	Website developed and launched	2026-28	Business Services (Lead) Conservation Management Team (partner)