Parks Embedded Corporate Services

Master Diagrams

2. Principles of solution design

1 **Resources follow function**
The resources (people and/or funding) allocated to delivering a service will follow the service.

2 **Emphasis on homogeneity**
The default option will be to standardise services, rather than tailor them. There will need to be a compelling case for tailoring. However, this does not mean that services will be centralised in Canberra.

3 **No job cuts**
Roles and reporting lines may change, but there will be no overall job losses.

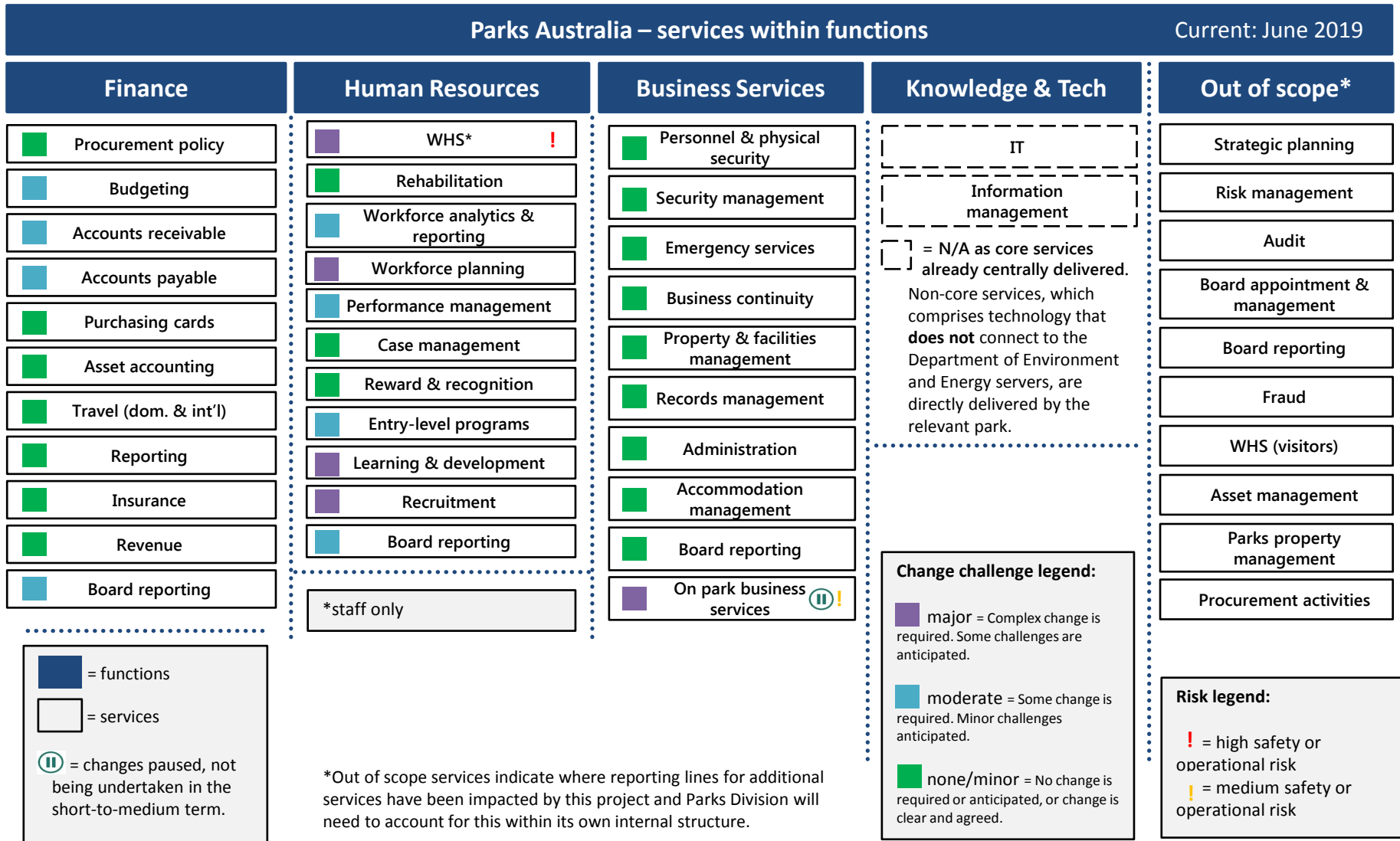**4** **Services will be appropriately calibrated**
In many instances the standard service is already tailored. Service delivery will continue to be modified to address risks and needs through a process of understanding and listening.
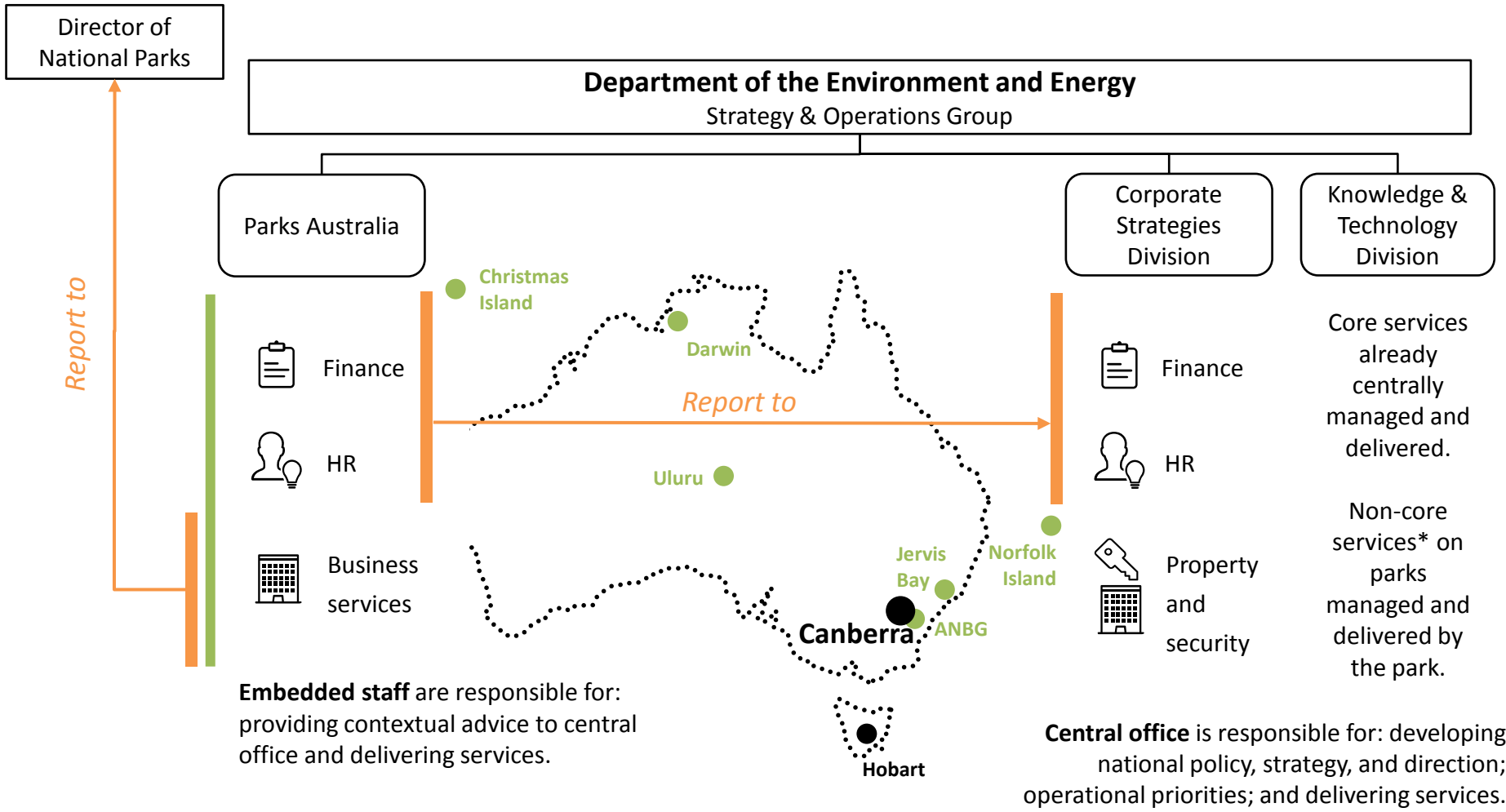
5 **Support and enable the fulfilment of statutory requirements**
Service delivery will continue to meet specific statutory requirements of different organisational structures.

7. Taxonomy of services (Parks)

Parks Australia – services within functions
Current: June 2019

Finance

- Procurement policy
- Budgeting
- Accounts receivable
- Accounts payable
- Purchasing cards
- Asset accounting
- Travel (dom. & int'l)
- Reporting
- Insurance
- Revenue
- Board reporting

Human Resources

- WHS* **!**
- Rehabilitation
- Workforce analytics & reporting
- Workforce planning
- Performance management
- Case management
- Reward & recognition
- Entry-level programs
- Learning & development
- Recruitment
- Board reporting

*staff only

Business Services

- Personnel & physical security
- Security management
- Emergency services
- Business continuity
- Property & facilities management
- Records management
- Administration
- Accommodation management
- Board reporting
- On park business services (II)!

Knowledge & Tech

- IT
- Information management

⬚ = N/A as core services already centrally delivered.

Non-core services, which comprises technology that **does not** connect to the Department of Environment and Energy servers, are directly delivered by the relevant park.

Change challenge legend:

🟪 major = Complex change is required. Some challenges are anticipated.

🟦 moderate = Some change is required. Minor challenges anticipated.

🟩 none/minor = No change is required or anticipated, or change is clear and agreed.

Out of scope*

- Strategic planning
- Risk management
- Audit
- Board appointment & management
- Board reporting
- Fraud
- WHS (visitors)
- Asset management
- Parks property management
- Procurement activities

Risk legend:

! = high safety or operational risk
! = medium safety or operational risk

■ = functions

☐ = services

(II) = changes paused, not being undertaken in the short-to-medium term.

*Out of scope services indicate where reporting lines for additional services have been impacted by this project and Parks Division will need to account for this within its own internal structure.

8. Embedded services model (Parks)

Director of National Parks

Department of the Environment and Energy
Strategy & Operations Group

Parks Australia

Corporate Strategies Division

Knowledge & Technology Division

Report to

Finance

HR

Business services

Report to

Finance

HR

Property and security

Christmas Island

Darwin

Report to

Uluru

Jervis Bay

Norfolk Island

Canberra

ANBG

Hobart

Core services already centrally managed and delivered.

Non-core services* on parks managed and delivered by the park.

Embedded staff are responsible for: providing contextual advice to central office and delivering services.

Central office is responsible for: developing national policy, strategy, and direction; operational priorities; and delivering services.

On-park staff will work with embedded corporate staff on: on park property, security, WHS, training, and leasing and financial management.

*Non-core services comprises technology that **does not** connect to the Department of Environment and Energy servers.

9. Service accountabilities and reporting lines (Parks)

Name	Reporting to	Service Accountability
(Parks Finance)	Department CFO*	Continues delivering services to the DNP. Works with Parks Corporate head to determine priorities for Parks Australia executive.
(Parks HR)	Department CPO	Continues delivering services to the DNP. Works with Parks Corporate head to determine priorities for Parks Australia executive.
(Parks Business Services)	DNP	Coordinates the delivery of corporate services to Parks executive and DNP. Works with the COO in the Department to set priorities and review regular health checks of service quality. Works with on-park staff to ensure coordination of services.

Is accountable to the Director of National Parks for quality of services received.

10. Reporting lines chart (Parks)