

Safety and Environment Management Plan

Port Phillip, Western Port and Port Campbell

2016 Second Edition



Amendment

Minor changes to the SEMP are endorsed by the Director Regional Operations. Any further edits which result in significant changes to the content of the SEMP will be endorsed by Parks Victoria's Chief Executive. All local port work centres are to retain an up to date copy of the SEMP.

Date	Version	Author	Summary of Action and/or section amended
2005	SEMPs for Port Phillip and Western Port 1 st Edition	Parks Victoria	Initial SEMP document published. SEMP drafted in accordance with the Ministerial Guidelines (February 2005) and the Port Services Act 1995.
2008			External Audit Port Phillip and Western Port Coffey Environments Pty Ltd SEMP document not amended.
2013			External Audit Port Phillip and Western Port Landserv Pty Ltd SEMP document not amended.
2014			Port Campbell SEMP Parks Victoria Revised Port Campbell SEMP developed and draft published for community consultation
2016 (May)	SEMP for Port Phillip, Western Port and Port Campbell 2 nd Edition	Parks Victoria	2 nd Edition SEMP published. SEMP drafted in accordance with the Ministerial Guidelines: Port Safety and Environment Management Plans, November 2012 and the Port Management Act 1995.

Endorsement

Date: 16 May 2016

Bradley Fauteux, Chief Executive

Signature:



Acknowledgement of Country

Aboriginal people, through their rich culture, have been connected to the land and sea for tens of thousands of years. Parks Victoria respectfully acknowledges Aboriginal Traditional Owners, their cultures and knowledge and their continuing connection to and cultural obligations to care for their Country.

Terminology

Parks

Parks Victoria manages many sites such as piers, waterways, local ports, bays, historic buildings, trails, urban parks, small conservation reserves, and large national and state parks. For the sake of brevity, these are collectively referred to in this document as 'parks', unless a specific type of site is stated.

Port Manager

The person or body appointed under Section 44A of *Port Management Act 1995*.

Local Port

Is a port declared to be a local port by Order in Council under Section 6 of the *Port Management Act 1995*. An Order must contain a description of the port land or port waters that is sufficient to identify it and to define its boundaries under Section 5 of the *Port Management Act 1995*.

Abbreviations

AMSA	Australian Maritime Safety Authority
AtoN	Aid to Navigation
CAMBA	China-Australia Migratory Bird Agreement
CFA	Country Fire Authority
CLRA	<i>Crown Land (Reserves) Act 1978</i>
CoM	Committee of Management
CLR	Crown Land Reserve
DEDJTR	Department of Economic Development, Jobs, Transport and Resources
EMP	Emergency Management Plan
EMMV	Emergency Management Manual Victoria
EPA	Environment Protection Authority
JAMBA	Japan-Australia Migratory Bird Agreement
LTO	Licensed Tour Operator
MFB	Metropolitan Fire Brigade
MPA	Marine Protected Area
MSA	<i>Marine Safety Act 2010</i>
MSV	Maritime Safety Victoria
OHS	Occupational Health and Safety
PMA	<i>Port Management Act 1995</i>
RAMP	Risk Assessment and Management Plan
SEMP	Safety and Environment Management Plan
SEPP	State Environment Protection Policy
SME	Subject Matter Experts
VCAPIM	Victorian Centre for Aquatic Pollution Identification and Management
VicPol	Victoria Police
WIA	<i>Water Industry Act 1994</i>

Executive Summary

Parks Victoria is the local port manager for the local ports of Port Phillip, Western Port and Port Campbell. Local ports provide a range of economic and social benefits by providing facilities that support recreation, tourism and commercial activities, particularly for regional communities. Local port managers have the responsibility of managing and continually improving safety and environmental performance across all aspects of local port and waterway management activities and operations for the benefit of port users, neighbours, and the wider Victorian communities.

The Safety and Environment Management Plan (SEMP) is a legislative requirement for all local port managers. This SEMF has been prepared in accordance with Part 6A of the Port Management Act 1995 (PMA) and describes how Parks Victoria incorporates its local port responsibilities utilising business wide corporate plans, policies, and delegations.

Operational delivery is guided by a range of legislation and core strategies that shape how the local ports can be used. Maintaining effective relationships with key stakeholders and government at local and state level is important to effectively oversee the diversity of activities within local ports. The operational management of the local ports is delivered through the Melbourne Division and Regional Victoria Division of Parks Victoria.

The local ports that Parks Victoria manages provide significant amenity benefits to the surrounding coastal communities. Infrastructure provides opportunities for Victorians to enjoy diverse opportunities for recreation, tourism and commercial services. It is estimated that the three local ports contribute over \$300 million Gross Value Added (GVA) to the State economy.

The local ports encompass 253,000 hectares of water and attract an estimated 70 million visits per annum, including 15 million boating visits. Parks Victoria manages 37 piers and jetties, associated harbours, 1,000 aids to navigation, 16 channels and 2,500 moorings. This infrastructure supports commercial activities such as tour operators, fishing charters and ferries, as well as recreational activities such as boating, pier promenading, fishing, sporting and community events. There are also 8 marine protected areas, 9 aquaculture fisheries reserves, 61 boat ramps, various marinas, wharves, breakwaters, sea walls, heritage structures and shipwrecks.

Key performance indicators have been developed to monitor Parks Victoria's effectiveness in accordance with section 91CA of the PMA. The local port activity map demonstrates the complex and varied use of these significant community assets. The SEMF explains Parks Victoria's risk management system and how the organisation manages risk. The Risk Assessment and Management Plan (RAMP) process ensures that risks are treated and management actions are implemented in a priority manner.

A clear plan to communicate with the local port community is included within the SEMF to ensure that stakeholders and users affected by significant issues are included in developing and implementing effective management outcomes.

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1 Introduction

Local ports are significant and important assets that contribute to communities by providing a focus for tourism, recreation, research, education, events, commercial services, ecosystem services, health and wellbeing.

Parks Victoria is the Local Port Manager for Port Phillip, Western Port and Port Campbell under Section 44A of the *Port Management Act 1995*, and appointed as the Waterway Manager for the port waters under the *Marine Safety Act 2010*. All Victorian local port managers are required under Part 6A of the *Port Management Act 1995*, to have an active plan for the assessment and control of safety and environmental risks within port waters and on port land. These plans are referred to as Safety and Environment Management Plans or SEMP. The Parks Victoria SEMP provides the basis and direction for the safety and environmental management of its three local ports. As an overarching plan it references the Parks Victoria *Corporate and Business Plan 2015-18, Shaping Our Future*, corporate strategies, plans and procedures that drive the operation of the organisation as a whole including the local ports.

Parks Victoria integrates the SEMP into the operational structures and processes within the organisation and continues to build the profile of the SEMP with stakeholders, tenants and port service providers. This 2nd Edition of the SEMP reflects the Ministerial Guidelines: Port Safety and Environment Management Plans, November 2012. It utilises existing organisational management systems by describing how these systems work together to maintain and improve the safety and environmental management of the local ports.

The SEMP describes:

- Parks Victoria as an organisation and how it approaches and incorporates its local port management functions across its statewide delivery.
- The three local ports in more detail; the activities, risk management and communication systems Parks Victoria uses to manage such dynamic public assets.

Local port operations are influenced by the ongoing engagement with stakeholders including recreational users, peak bodies, partner agencies, local government, commercial tenants and vessel operators. This enables Parks Victoria to achieve a whole of port approach in assessing and responding to safety and environmental risks within the ports.

For enquiries relating to the SEMP please contact Parks Victoria.

Phone 13 1963 or email info@parks.vic.gov.au



2 Purpose

The Safety and Environment Management Plan for Port Phillip, Western Port and Port Campbell is a management tool used to systematically examine the full scope of activities in these local ports.

The purpose of the SEMP is to ensure that significant risks to the safety of port users and the environment are identified and addressed using appropriate control measures that are integrated into Parks Victoria's management and operating systems.

The compilation, maintenance and implementation of the SEMP contribute to Parks Victoria providing healthy and resilient environments that are fundamental to the daily lives of Victorians. It is designed to inform the community, user groups, peak bodies, tenants, partner organisations, government departments and Parks Victoria's operational and corporate staff members.

Under the *Port Management Act 1995* Parks Victoria must ensure that a SEMP is prepared for the local ports of Port Phillip, Western Port and Port Campbell. Parks Victoria has combined these into a single plan.



3 Background

Parks Victoria and its predecessors have been managing local ports since they were separated from the commercial port delivery in 1988. In early 2001, the Minister for Ports initiated a review of the Victorian port reforms carried out in the mid-1990s. The result was a series of recommendations aimed at improving safety and environmental management in Victorian ports.

The initial Parks Victoria SEMP's were developed in 2004. Research and analysis completed at this time continues to inform the SEMP process. Workshops with members of staff and external stakeholders provided the initial view of hazards and associated risks. Parks Victoria published SEMP's for Port Phillip and Western Port in 2005, which were used as a tool to improve local port management and prioritise risk mitigation works in two of Victoria's busiest and most diverse local ports. Parks Victoria supported the SEMP's with a risk analysis and treatment tracking system to ensure a 'live' document relevant to contemporary local port issues.

During 2009 local port managers compiled a statewide library of risks. This risk library is reviewed periodically to identify risks emerging across local ports that might occur in Port Phillip, Western Port and Port Campbell. Working with the library enables Parks Victoria to add insights regarding new risks emerging in its local ports.

Ministerial Guidelines for SEMP's require annual review and reporting and an external audit every 3 years. Parks Victoria received a favourable result for Port Phillip and Western Port in the first external audit in August 2008. This acknowledged substantial progress toward the completion of the plans and endorsed the systems developed for dealing with emerging risks and tracking progress.

In 2010 the management of Port Campbell was transferred to Parks Victoria. The original SEMP created by the Corangamite Shire was updated to align it with the Port Phillip and Western Port approach. A draft of this revision was circulated for community consultation in 2014. This 2nd Edition of the SEMP will enable all three local ports to operate under one SEMP.

An external audit of the Parks Victoria SEMP's was conducted in 2013. The auditor found that Parks Victoria was complying with the SEMP for the ports and confirmed that under Parks Victoria, the environment and safety of the ports were well managed. Areas for improvement centred on procedures for implementing, reviewing and revising the SEMP and its supporting systems. The auditor also noted that tenants, licensees and service providers could be more involved in the implementation of the SEMP. The audit was a catalyst for an internal review, which enhanced the risk assessment processes, consolidated tracking, emphasised strategic stakeholder communications and the connection to existing Parks Victoria business systems. The next audit is scheduled for 2016.



4 Parks Victoria's approach

4.1 Who we are

Parks Victoria was established as a statutory authority in 1998 to manage Victoria's diverse parks system on behalf of the government and reports to the Victorian Minister for Environment, Climate Change and Water and to the Minister for Ports. Parks Victoria is one of the largest local port and waterway managers in Victoria. The parks estate includes 13 marine national parks and 11 marine sanctuaries. Parks Victoria is a world leader in establishing the first comprehensive system of marine protected areas.

The parks estate is managed in partnership with Traditional Owners, government and non-government organisations, park neighbours, friends groups and the broader community. The network of parks includes national parks, wilderness areas, state and metropolitan parks, thousands of Aboriginal and post-European cultural and heritage sites, major rivers and around 70 per cent of Victoria's coastline. Combined the estate attracts over 70 million visits each year, making them some of the state's most popular attractions. As a result Parks Victoria is the largest provider of nature-based tourism in the State.

As specified by the Parks Victoria Act 1998, our functions are:

- To provide services to Victorians and its agencies for the management of parks, reserves and other land, under control of the State.
- With approval of our ministers, provide management services to the owner of any other land used for public purposes.

In carrying out our functions, we always act in a way that is environmentally sound.

4.2 Our vision

Parks Victoria's vision is to be a world-class parks service ensuring healthy parks for healthy people.

4.3 Parks Victoria strategic directions

The intent of the strategic directions is to ensure the priorities and services Parks Victoria provides are aligned with government priorities as well as the needs of the community and the environment. *Shaping our Future* sets out Parks Victoria’s long-term vision. This plan outlines the organisation’s vision and strategic direction for the next decade and beyond. It articulates how Parks Victoria will deliver on its vision through the achievement of goals associated with four organisational themes that are compatible with local port management.

Themes	Local port examples
Connecting people and parks	Encourages more people to be more active, more often. Parks Victoria provides contemporary visitor facilities and information to support local port experiences and tourism. This includes the maintenance of piers, jetties, aids to navigation, small vessel channels, break-walls, and mooring and berthing facilities. Parks Victoria manages on water and infrastructure based recreational activities. It also supports commercial activities including events, licensed tour operators, charters and ferries.
Conserving Victoria’s special places	Environmental values are protected in local ports through marine national parks, Ramsar Convention wetland areas, Japan Australia Migratory Bird Agreement (JAMBA) and China Australia Migratory Bird Agreement (CAMBA), wildlife and fisheries partnerships. Other partnerships focus on water quality and conserving heritage assets. Partnerships integrate management objectives with the broader needs of visitors. Research and monitoring of marine values are undertaken to inform environmental management.
Providing benefits beyond park boundaries	Parks Victoria utilises partnerships or support arrangements in order to respond to incidents in and adjacent to local ports. These include; wildlife and cetacean incident support, search and rescue, marine pollution and fish kill incident support. Parks Victoria’s contribution to state wide emergency management extends to shoreline and on water responses under the <i>Emergency Management Act 1986</i> . Skills are maintained to resource maritime incident responses under the Emergency Management Manual Victoria (EMMV).
Enhancing organisational excellence	Organisation wide systems assist members of staff in the delivery of local port programs. Parks Victoria delivers statewide parks services with the support of centralised strategic, corporate and business services units. Local port services are integrated into this delivery and benefit from the efficiencies and capacity of a larger organisation. These include; Safety First Zero Injuries occupational health and safety program, training, vessels and transport, IT support, information management, mapping and port reporting.

Local ports are valuable ‘blue’ open spaces that provide Victorians with diverse environmental services, commercial and recreational opportunities and preserve cultural heritage. The SEMP is confined by legislation to examine environmental and safety management. Aboriginal cultural heritage and maritime heritage are also managed under the four organisation themes.

4.4 Staff safety

Safety First Zero Injuries is Parks Victoria's safety goal. Parks Victoria commenced a program to improve its safety performance in 2015. Organisational and Regional Safety Plans that are specific and measurable, guide the annual safety objectives. Progress is tracked and the organisation acts immediately on safety issues. All levels of line management incorporate safety in work plans and reviews. New staff are inducted into a safe practice approach, while existing members of staff are trained and supported in safety practices.

The organisation employs a safety management system, which meets the obligations of the *Occupational Health and Safety Act 2004*. Occupational health and safety (OHS) policies and procedures prioritise safety in all meetings, project planning and delivery. Parks Victoria continues to develop an open and confident safety culture throughout the organisation. This culture promotes and empowers members of staff to be proactive and discuss safety with anyone at any time.

4.5 Co-operative arrangements

Parks Victoria works with other agencies, within corporate policies, procedures and guidelines to maintain partnerships across its delivery and ensure the co-operative and whole of government approach is effective.

Services to local port and waterway users are also achieved through cooperative arrangements between federal, state and local government to manage local port behaviours, environmental impacts, commercial uses and resource utilisation. A number of core strategies and legislation across government departments drive and inform the service delivery. These shape how recreational and commercial activities are responsibly undertaken in the local ports and are outlined in Appendix 1. Regulatory register and strategies.

Parks Victoria works within partnerships, across government and key stakeholders to achieve port safety and environment objectives. These partnerships include; Department of Economic Development, Jobs, Transport and Resources (DEDJTR), Maritime Safety Victoria (MSV), Victoria Police (VicPol), Traditional Owners, commercial port managers, catchment management authorities, volunteer organisations, licensed tour operators (LTOs), lessees, community groups, recreational peak bodies and research institutes.

Parks Victoria's delivery is informed by the Department of Environment, Land, Water and Planning (DELWP) that coordinate the Victorian Government's public land management which includes; the seabed, foreshore reserves and oversight of community-based committees of management as well as the unique planning approach on French Island.

4.6 Parks Victoria as the Local Port and Waterway Manager

Structure and relationships

Parks Victoria's operations are governed through an organisational structure that defines accountabilities for all members of staff and officers, who are accountable to Parks Victoria's Board and the Minister for Environment and Climate Change.

The role of the Minister

Parks Victoria is accountable to Parliament through the Minister. The Minister may:

- Give directions and exercise control over its operations
- Appoint and remove Board members (either directly or via a recommendation to Governor in Council)
- Initiate reviews of the agency's performance

The role of the Departments

The Department of Environment, Land, Water and Planning (DELWP) is an extension of the Minister, performing a crucial role in supporting and overseeing Parks Victoria on behalf of the Minister. The Secretary to the Department has an expanded oversight role pursuant to the provisions of the *Public Administration Act 2004*.

The Department of Economic Development, Jobs, Transport and Resources (DEDJTR) is responsible for coordinating and providing broad strategic planning of the local port. Maritime Safety Victoria (MSV) regulates the safe operation of vessels on state waters under the *Marine Safety Act 2010*. The Environment Protection Authority (EPA) is responsible for the revision, administration and enforcement of State Environment Protection Policies (SEPPs) and provisions relating to the coast and adjacent waters.

The role of Parks Victoria

Parks Victoria is appointed Port Manager for the local port of Port Phillip, Western Port and Port Campbell.

Port Management Act 1995 (PMA)

Section 44A of the *Port Management Act 1995* sets out local port managers functions including; managing the operations of the port safely, maintaining port facilities, providing and maintaining navigational aids and channels, minimising the risk of environmental damage, participating in the control of marine and land pollution and managing moorings and berths in the port.

Marine Safety Act 2010 (MSA)

The Marine Safety Act 2010 is focused on vessel safety and sets out a chain of responsibilities for waterway use. Parks Victoria is the Waterway Manager for the waters of the local ports of Port Phillip, Western Port and Port Campbell under the MSA. Additional waterway manager responsibilities include the Yarra, Maribyrnong and Patterson rivers, ex-HMAS Canberra dive site, Lake Moodemere and Albert Park Lake. Management of these additional waterways are not covered in this SEMP however the Parks Victoria's approach and statewide systems work to deliver similar services to high standard.

The functions of the waterway manager include management of vessel activity, removal and marking of obstructions, and channel maintenance within the local port area. The MSA also states that a waterway manager must carry out its functions in a manner that ensures the safe operation of vessels in the waters under their control and minimise the risk of environmental damage from the operation of vessels in those waters.



4.7 Local and commercial port management

Two of the three ports managed by Parks Victoria (Port Phillip and Western Port) have adjacent commercial ports undertaking activities such as managing trade, maintaining terminals and shipping channels, providing safe and efficient ship navigation and providing appropriate security and emergency management.

The commercial port in Port Phillip is managed by the Port of Melbourne Corporation (PoMC), a public entity established under the *Transport Integration Act 2010* (Vic) which guides the management and development of the Port of Melbourne and sets out PoMC's functions and powers. The Victorian Regional Channels Authority was established to manage the commercial navigation of the channels in Geelong port waters and to oversee the channel management for the Port of Portland and Hastings. In Western Port the Port of Hastings Development Authority was established in January 2012. This authority is responsible for managing existing trade at the Port of Hastings through the Port Management Agreement with Patrick Ports, Hastings. Key responsibilities of the commercial ports include shipping control, channel management the provision of navigation aids, marine environment protection, port safety and security.



Vessel operators and other users in Port Phillip and Western Port operate freely across much of commercial ports, often unaware of port management boundaries and arrangements. Many recreational vessels entering commercial ports set out from and return to facilities in local ports. The commercial ports have a direct responsibility for vessel safety in their waters under the *Marine Safety Act 2010* and for maintaining the security of the commercial ports including restricting access to terminal areas by unauthorised recreational vessels. Parks Victoria undertakes regular liaison with the commercial port operators to ensure that shared issues are discussed, risk management is considered in context, management strategies such as education and compliance are effective and key messages are delivered consistently.

4.8 Statement of port safety and environmental duties

Parks Victoria's operations are guided by its corporate and business plans, policies and legislative obligations to provide services to the state and its agencies. The SEMP brings a whole of port perspective to safety and environment management by acting as an essential link between the community, management, operational procedures and the fulfilment of Parks Victoria's legislative duties. Parks Victoria as the Port Manager has a duty to improve safety and environmental outcomes in the local ports, as derived from the objectives listed under Section 91CA of the *Port Management Act 1995* detailed below:

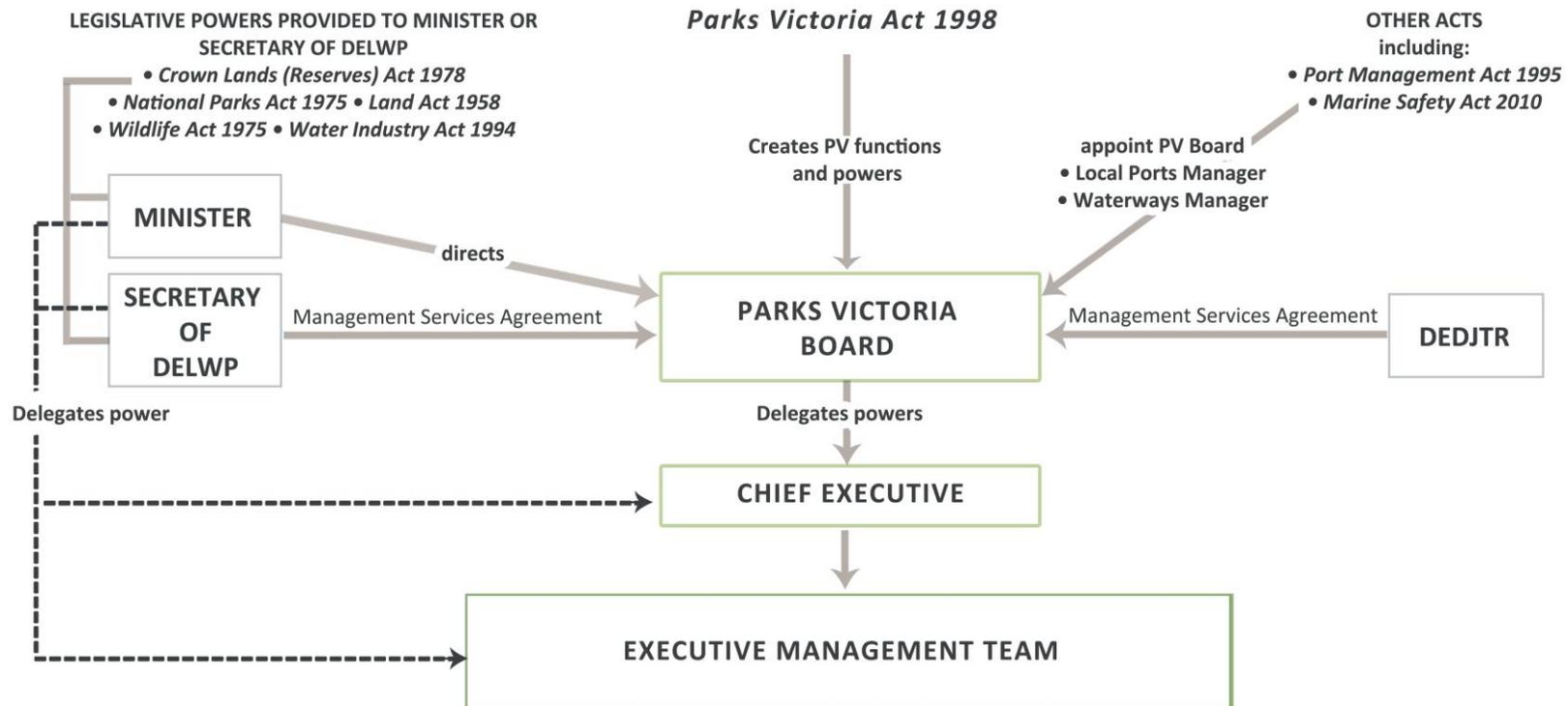
- Promoting improvements in safety and environmental outcomes at Victoria's ports
- Promoting and facilitating the development, maintenance and implementation of systems that enable compliance with the various safety and environmental duties that apply to the operation of the ports
- Promoting an integrated and systematic approach to risk management in relation to the operation of the port

Parks Victoria's responsibilities as the local port manager include managing facilities for navigational safety and port infrastructure for commercial and recreational activities. These activities include tourism ventures, ferry services, fishing fleets, aquaculture operations, diving, swimming, recreational boating, infrastructure-based sightseeing, boat moorings and recreational fishing. Parks Victoria has a number of duties under other relevant legislation including the *Dangerous Goods Act 1985*, *Environment Protection Act 1970*, *Occupational Health and Safety Act 2004*, *Marine Safety (Domestic Commercial Vessels) National Law Act 2012* and *Emergency Management Act 1986*.

Within the local ports of Port Phillip and Western Port there are areas of high environmental significance including; marine national parks and sanctuaries collectively referred to as Marine Protected Areas (MPAs), Special Management Areas (SMAs), areas of international significance, migratory bird treaties, and the natural interfaces between shoreline reserves and the marine environment. Parks Victoria manages these areas and values under other legislation and agreements that include the *National Parks Act 1975*, *Environment Protection and Biodiversity Conservation Act (1999)*, *Wildlife Act (1975)*, *Ramsar Convention (1971)* and *Flora and Fauna Guarantee Act (1988)*. Further relevant legislation that can influence the operations and activities within the local port is listed in Appendix 1.

4.9 Organisational structure

Parks Victoria was established under the *Parks Victoria Act 1998* and has accountabilities to the Minister for Environment, Climate Change and Water, DELWP and DEDJTR. The diagram below illustrates the key powers and legislative relationships.



Below the Chief Executive, the organisation is split into 9 divisions to achieve its responsibilities and functions. The core business of Parks Victoria's divisions is briefly described in the following table.

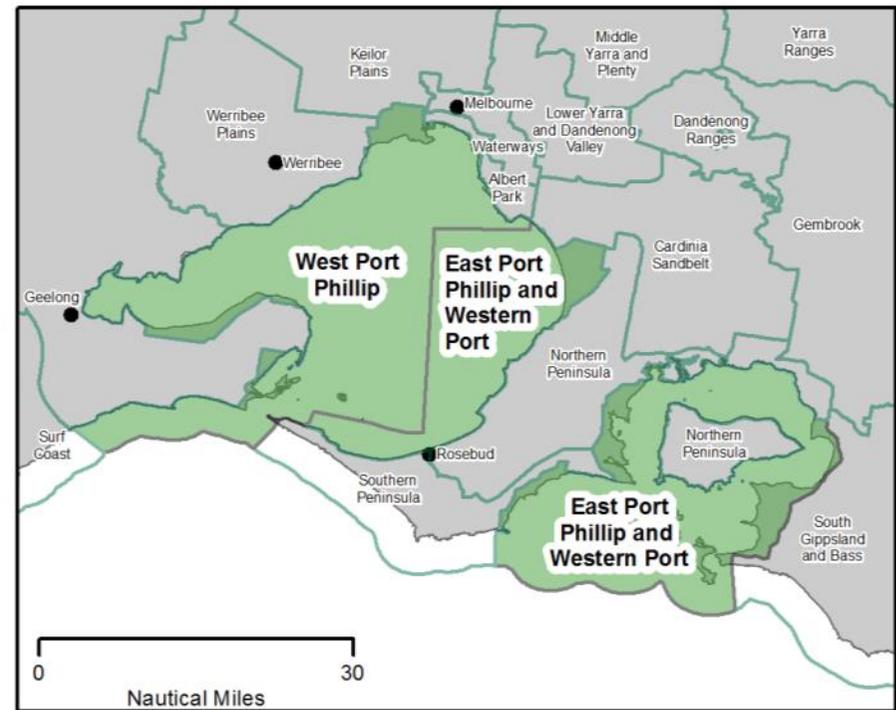
Executive Director positions	Description of the divisions
Public Affairs and Office of the Chief Executive	Facilitates internal and external stakeholder communications
Regional Victoria	Management of Parks Victoria's North, West and East Regions
Melbourne Region	Management of Parks Victoria's Melbourne Region
Business and Infrastructure Services	Key service functions that support all of Parks Victoria including: statewide services, fire and emergency, people and culture, information technology, built assets and infrastructure, occupational and environmental safety
Visitor Engagement and Conservation	Environment and visitor planning, customer relations, science and management effectiveness, cultural heritage
Strategic Accountability and Business Development	Strategic oversight and development of innovative projects, ensuring all projects are delivered in line with government and stakeholder expectations
Chief Conservation Scientist	Advice on how the organisation can best meet conservation objectives
Financial and Commercial and Chief Financial Officer	Financial operations, commercial and tourism, program management office, corporate and business strategy, procurement and contracts
Corporate Governance and Chief Legal Counsel	Legal, board support, corporate governance (including: records management, corporate policies and procedures), risk management, insurance, audit, statutory compliance including <i>Freedom Of Information Act 1982</i> responses, privacy

4.9.1 Local port operational management

Operational management of local ports is delivered through the Melbourne Division and Regional Victoria Division. The local port of Port Phillip and Western Port are within the Melbourne Region and Port Campbell is within the Western Region. Regions are made up of districts, each managed by a District Manager with Area Chief Rangers responsible for sections of the ports within their management boundary. Operational members of staff within these areas are responsible for the day to day operations of the local port. The districts deliver on PMA functions such as berth and mooring management, compliance activities and stakeholder engagement to ensure the effective and efficient management of the local ports.

4.9.2 District operational management areas

The local port of Port Phillip is managed by two areas; West Port Phillip Area and East Port Phillip/Western Port Area. The local port of Western Port is also managed by East Port Phillip/Western Port Area. The local port of Port Campbell is managed by The Shipwreck Coast and Hinterland Area.



4.9.3 Ports and waterways expertise

A specialised Local Ports and Waterways team provides a centre of expertise to support and deliver on the port management functions as defined in the PMA and MSA including:

- Providing services to ensure compliance with the Act and Ministerial Guidelines regarding SEMP
- Maritime asset condition monitoring, design and management authoritative advice
- Aids to navigation and dredging management
- Coordinating maritime permits and authorities

4.10 Accountabilities

Organisational programs and accountabilities are described through the business planning tools and delegation register. Key outcomes of the SEMP are local port accountabilities and implementation of risk treatments as set out in the Risk Assessment and Management Plan (RAMP). The RAMP identifies responsibilities and timeframes for treatments and actions. This document is stored in the Parks Victoria document management system and available to members of staff via the internal website. Parks Victoria relies on two existing organisational systems to ensure the SEMP has clear responsibilities and is progressed to the satisfaction of the Minister for Ports.

1. Business and operational planning

Parks Victoria's business management hierarchy is built around:

- *Shaping our Future* – A medium term strategic plan
- Three year corporate plan
- Annual business plans
- Regional/divisional operation plans

These documents provide clear direction for the development of localised District Action Plans, which drive individual work plans of staff members responsible for the on the ground delivery of the ports program. To deliver SEMP outcomes Parks Victoria utilises the business and operational planning process to allocate strategic and operational tasks to appropriate staff in the organisation. This approach ensures the delivery is integrated into the broader organisation, efficiently and with appropriate support. Operational delivery is regularly reviewed and reported on using a line management approach. Monthly exception reporting highlights areas of non-performance and provides a platform for reprioritisation or further resourcing.

2. Delegations

The Parks Victoria Board may delegate (under s.11 *Parks Victoria Act 1998*) particular functions and powers to appropriate positions, which have reasonable understanding of business operations. This ensures officers have sufficient authority to undertake their responsibilities in a lawful, effective and efficient manner. This is documented in the Delegations Register which is updated on a regular basis to ensure that it is meeting the business needs.

The Delegations Register applies to functions and powers, which can be exercised directly by the Parks Victoria Board. This includes:

- Management and operations powers under the Parks Victoria Act 1998
- Where Parks Victoria is appointed to a statutory role such as the Waterway Manager under the Marine Safety Act 2010 and the Local Port Manager under the Port Management Act 1995

However this does not include where Parks Victoria enters into agreements for the provision of services or where it acts as Committee of Management under the *Crown Land (Reserves) Act 1978* and Section 11 of the *Parks Victoria Act 1998*.

The Board has a specific power under the *Port Management Act 1995* and *Marine Safety Act 2010* to delegate the powers and functions of a port manager and waterway manager respectively. Copies of these specific delegations are available on the internal website.

The *Port Management Act 1995* enables a local port manager to access certain powers and functions of a Harbour Master as specified in the *Marine Safety Act*. The Parks Victoria Board has delegated this role to specific positions within the organisation (refer to the *Port Management Act 1995* Delegations).

The full list of external delegation is maintained on the internal website. Importantly, Parks Victoria officers can exercise the powers delegated to them by the Minister or the Secretary only where the powers do not contradict their responsibilities to Parks Victoria or any limitations imposed by the internal delegations of this register.

The table below summarises general Parks Victoria roles and responsibilities in relation to safety and environment.

Parks Victoria Position	Responsibilities	SEMP accountability
Chief Executive	Position appointed to lead the organisation to achieve the strategic objectives of the Board	Endorses SEMP
Executive Director	Position appointed to lead divisions and directorates in the delivery of strategic objectives	SEMP preparation and delivery
Director Regional Operations	Positions appointed to lead the delivery of a regional operation or major output to achieve corporate objectives	Assigns resources and priorities
Senior Manager Local Ports and Waterways	Positions appointed to lead the delivery of a defined function or project in support of delivering corporate and/or business plan objectives	Program overview and coordination
District Manager	Positions appointed to lead the delivery of a defined function or project in support of delivering corporate and/or business plan objectives	Prioritising risk modification actions
Area Chief Rangers	Positions appointed to lead a team or defined activity	Coordination of risk modification actions Operational management and stakeholder interaction
Rangers	All permanent or fixed term positions undertaking operational duties	Risk modification actions



5 Local port descriptions

Local ports consist of specified port waters and port lands which are approved by the Governor in Council on the recommendation of the Minister for Ports and published in the *Victoria Government Gazette*. The local ports land managed by Parks Victoria are Crown land reserves created under the *Crown Land (Reserves) Act 1978* for which Parks Victoria is appointed as the Committee of Management, described in Appendix 2.

Parks Victoria manages port infrastructure facilities across a diverse range of commercial and recreational activities which include; swimming, in-water pursuits and infrastructure or vessel based experiences. Managing the interaction of these activities and the supporting infrastructure is challenging and resource intensive.

Local port water and infrastructure based visits each year are estimated at more than 58.9 million for Port Phillip, more than 8.7 million for Western Port, while the broader Port Campbell region receives approximately 3.2 million visitors per year, with many visiting the town and adjacent local port.

Demands on infrastructure driven by visitation vary dramatically across the local ports. Port infrastructure usage is always changing. These factors combined with aging infrastructure in a hostile marine environment means there is pressure to rationalise and redesign traditional structures. There are 37 piers, wharves and jetties; 2,500 moorings and berths; 1,000 navigational aids, as well as dredged channels, harbours, slipways, breakwaters, sea walls and launching sites within the local ports.

Each port contributes to the community identity, landscape and amenity, providing considerable social, environmental and economic benefits. In managing the three local ports, Parks Victoria plays a key role in the contribution the ports make to the State economy which is estimated at over \$300 million per annum.

The recreational and tourism value of the three local ports has been estimated at \$86 million, with Port Phillip being the highest of all 14 designated ports in the State. Access to local ports enables commercial fishing and aquaculture activities to operate at coastal communities which benefits food producers and consumers. Parks Victoria provides essential infrastructure which sustains these industries through mooring and navigation assets for boating and support for vessel maintenance, boatyards, transport and marine safety.

Local ports are a natural hub for a range of activities which vary with the seasons. While weather can also influence the local ports delivery, there are a cluster of activities such as fishing, swimming, diving and boating that continue year round.

The marine values of the local ports are extremely unique and contain a high level of endemic southern shores species. The marine habitats that characterise these locations have been recognised internationally for their diversity and conservation values. Seagrass meadows are fish nurseries, mangroves stabilise the coastline while rocky reefs provide an anchoring point for kelp and sponge gardens.

Portraying the distribution and complexity of how these habitats interact is detailed in a statewide database. This database captures themes such as bathymetry, geology, habitats, threatened species and management boundaries in a multitude of layers. Information is constantly being updated across government and can be utilised by Parks Victoria members of staff to inform local port management.

Parks Victoria manages unique and special places. For further information please visit the Parks Victoria website at parkweb.vic.gov.au



Parks Victoria accesses the statewide geo-spatial database that is curated by the public land manager, DELWP. Local port maps can be compiled by combining multiple layers that record tenure, natural features, management responsibilities etc. The advantage of producing maps on demand is that the information is accurate, contemporary and easily scaled to inform management discussions. Government departments, authorities and stakeholders can request detailed maps by contacting Parks Victoria on 13 1963 or emailing info@parks.vic.gov.au



Location of Local Ports

09/12/2015
 Coordinate System: GDA 1994 VICGRID94
 Projection: Lambert Conformal Conic
 Datum: GDA 1994



-  Local Ports
-  Commercial Port Waters
-  Victorian Waters

Disclaimer: Parks Victoria does not guarantee that this data is without flaw of any kind and therefore disclaims all liability which may arise from you relying on this information.
 Data source acknowledgements: State Digital Mapbase, The State of Victoria and the Department of Environment, Land, Water and Planning.

5.1 Local port of Port Phillip

Port Phillip is a dynamic and heavily utilised port that features a unique range of marine environments. The port is used year-round with numbers peaking during the warmer months. Melbourne weather is variable and a succession of fronts and stronger winds shape visitor behaviour, therefore most water activity is opportunistic. Its coastline, boating hubs and bays offer some protection in a range of conditions.

There are a wide variety of port users and at times there is competition for space, which needs to be managed. Stakeholders can often be unaware of the needs of other users or potential risks that their activities create. Cooperative arrangements between the local port manager, local government, other agencies and volunteers support the port delivery.

There is a growing appreciation of the environmental, recreational and commercial services offered. Over 1300 marine plants and animals call these waters home and are protected in a series of easily accessible MPAs that attract local and international visitors. A strong suite of legislation and strategies further protect the ports natural resources. Local governments actively invest in the design and improvement of foreshore amenities.



58 million
Visitors



195,000 ha
Water



4
Marine
Protected
Areas



44
Boat Ramps



6
Channels



24
Piers and
Jetties



1800
Moorings



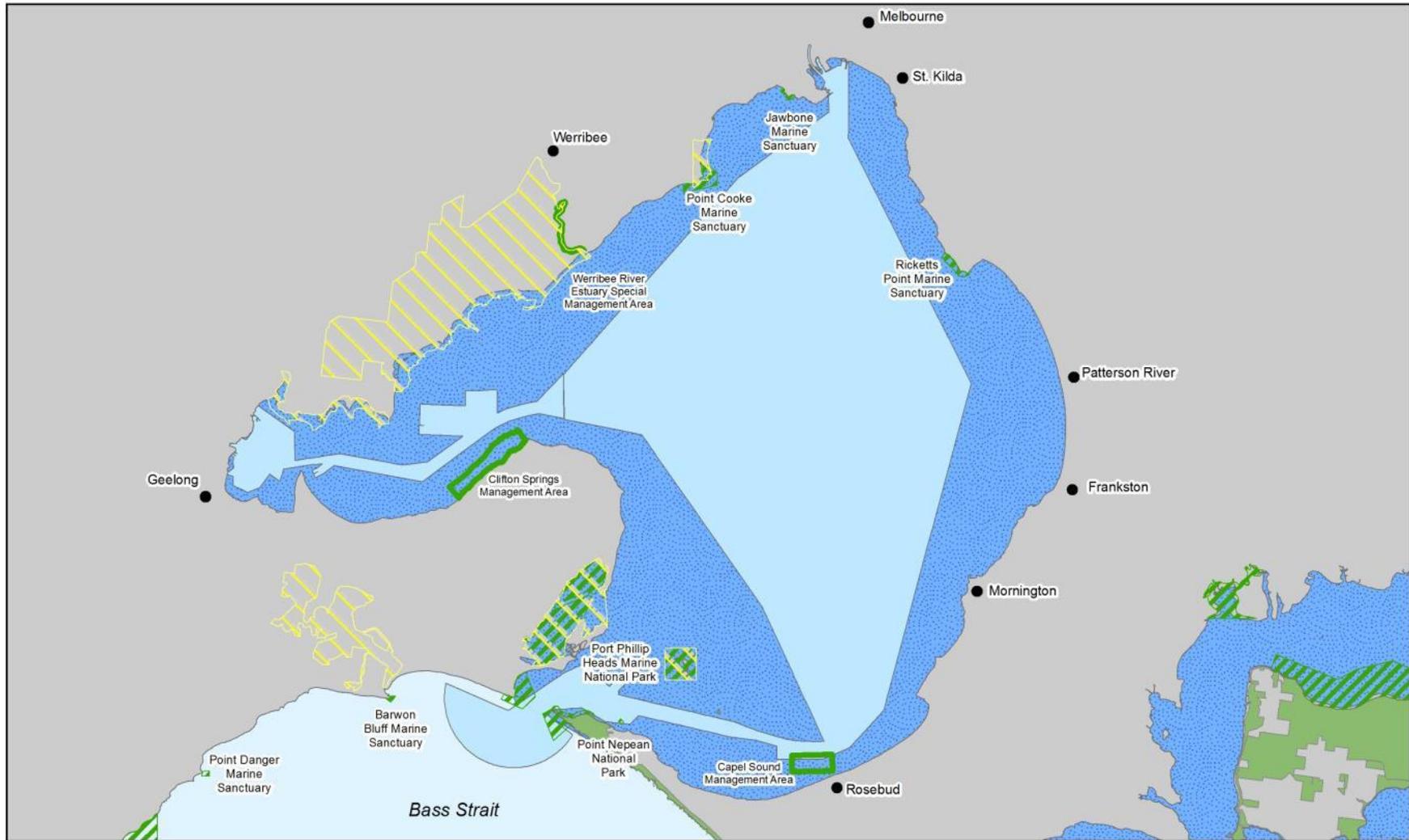
650
Aids to
Navigation



10
Local
Government
Areas



8
Aquaculture
Fisheries
Reserves



Local Port of Port Phillip

25/11/2015

Coordinate System: GDA 1994 MGA Zone 55

Projection: Transverse Mercator

Datum: GDA 1994



Disclaimer: Parks Victoria does not guarantee that this data is without flaw of any kind and therefore disclaims all liability which may arise from you relying on this information. Data source acknowledgements: State Digital Mapbase The State of Victoria and the Department of Environment, Land, Water and Planning

- Local Port of Port Phillip
- Victorian Waters
- Commercial Port Waters
- Marine Protected Area
- RAMSAR Wetlands
- Special Management Area
- National Park

Local port characteristics

- A significant portion of Victoria's largest embayment and bisected by Australia's busiest commercial port
- Formed by a sunkland bounded by the Selwyn Fault on the east and the Rowsley Fault on the west
- Year-round destination for local, regional, national and international visitors pursuing a range of water-based recreational activities that include; fishing, diving swimming, surfing, sailing and the use of piers and jetties
- Shallow but mostly navigable, typical depth is 10m deep. Maximum depth is 24m
- Subject to strong tidal streams in the south due to a single narrow entrance to the bay, 'The Rip', (between Point Lonsdale and Point Nepean)
- Eastern section is characterised by sandy beaches extending from St Kilda to Portsea. Seasonal longshore drift carries sand along the beaches. Structures and erosion control can however prevent the movement of sand to popular beaches and beach renourishment is necessary.
- Western side features a variety of beach types, including sandy and sandstone rocky beaches. Popular locations include Queenscliff, St Leonards, Indented Head, Portarlington, Altona and Geelong's Eastern Beach
- Numerous sandbanks and shoals in the southern section of the bay, with parts of the adjacent commercial port's South Channel requiring periodic maintenance dredging
- Habitats that are often tidal and are susceptible to marine pollution and shoreline erosion
- Approximately 9 shipping movements in the adjacent commercial port daily, including cruise ship visits, with some to the local port
- Five islands; South Channel Fort, Popes Eye Annulus, Mud Islands, Duck Island and Swan Island
- 27 separate Committee of Management Areas managed by Parks Victoria, and many more managed by other crown land managers, which provide public land footprints for infrastructure -see Appendix 2
- Includes some freehold property; Martha Cove and a large number of private jetties
- Numerous recreational dive sites and about 175 heritage wrecks and sites
- Commonwealth Defence Facilities at Point Wilson, Point Cook and Swan Island, and two areas of either permanently or periodically declared 'Naval Waters'
- World-class surf break at Point Nepean attracts local and international surfers
- Over 100 LTOs and charters provide organised recreational activities and on water commercial services including a vehicle and passenger ferry linking the Mornington and Bellarine Peninsulas
- Large boating hubs include Blairgowrie-Sorrento, Rye-Safety Beach, Mornington, Patterson River, Brighton, Sandringham, St Kilda, Docklands-Yarra River, Williamstown, Altona, Werribee, Geelong, Portarlington and Queenscliff
- Industrial zones located at Williamstown, Altona and Geelong
- Navigable tributaries with regular vessel traffic include; Kananook Creek, Patterson River and Lakes, Mordialloc Creek, Lower Yarra River, Maribyrnong River, Kororoit Creek and Werribee River
- Car and passenger ferry connecting Sorrento and Queenscliff utilises a berth with a vehicle loading/unloading facility

Niche habitats

- Ramsar Convention wetland areas (Western Shoreline and Bellarine Peninsula)
- Seabird and seal habitat at South Channel Fort, South Channel Pile Light and Chinamans Hat, Mud islands and the Popes Eye Annulus
- Established breakwaters are home for a variety of wildlife, St Kilda Breakwater is home to a resident colony of over 1,200 Little Penguins. Port Phillip is an important feeding ground for Little Penguins
- Wetlands, rock walls and breakwaters inhabited by Rakali
- Ticonderoga Bay Dolphin Sanctuary that excludes commercial seal and dolphin watching charters
- A unique subspecies of Burranan Bottlenose Dolphins plus Common Dolphins are present
- Popular diving sites at Portsea, Mornington, St Leonards and Blairgowrie break-walls
- Shipwrecks including the 'Eliza Ramsden' near Point Nepean, the 'Ozone' and 'Dominion' at Indented Head, and the 'Clarence' and 'Johanna' near St Leonards
- 6 artificial recreational fishing reefs off Carrum, Aspendale, Seaford, Frankston, Portarlington and Altona
- Mangroves and salt marsh habitats for sea birds and marine life in the north and west shorelines
- Special Management Areas that include Clifton Springs, Werribee River estuary and Capel Sound

Port waters

The local port of Port Phillip is comprised of the waters of Port Phillip as described in the *Victoria Government Gazette, 26 June 1997*. This includes the waters of the navigable rivers and creeks flowing into Port Phillip including the Werribee, Maribyrnong and Patterson Rivers, and Mordialloc and Kananook Creeks. In the case of the Yarra River, the local port is limited to the waters downstream of Victoria Dock as per *Victoria Government Gazette, 21 December 2000*. The waters in the shipping channels (commercial port waters) connected to the Port of Melbourne and the Port of Geelong overlap with local port waters. In these areas of overlap Parks Victoria's functions as the local port manager are restricted, as described in the *Victoria Government Gazette, 20 September 2007*. The effect of the restriction is that Parks Victoria does not manage shipping and boating activities in commercial port water.

Port land

Port land within the local port of Port Phillip includes all public jetties and piers for which Parks Victoria is the committee of management, as published in the *Victoria Government Gazette, 26 June 1997*. Other amendments to the boundary of Port Phillip are as follows:

- Alteration of the Committee of Management area at Sandringham as per *Victoria Government Gazette, 1 September 2011*
- Alteration of the Committee of Management area at St Kilda Pier as per *Victoria Government Gazette of 10 July 2014*
- Alteration of the Committee of Management area at Swan Bay as per *Victoria Government Gazette of 4 October 2014*
- Alteration of the Committee of Management area at Brighton as per *Victoria Government Gazette of 24 September 2015*

5.2 Local port of Western Port

Western Port is a unique combination of natural values, small coastal centres and heavy industry. A large portion has international significance, as one of the most important destinations on the Ramsar fly-ways for migratory birds. Mangroves and tidal flats fringe much of the coastline, which includes important bird feeding and roosting areas. These areas, combined with reefs and beaches exposed to the open sea and swell, make accessing the port more challenging.

A network of ramps and small vessel channels support year-round boat-based fishing. Boating nodes include Flinders, Stony Point, Hastings, Yaringa, Warneet, Tooradin, Corinella, San Remo, New Haven, Rhyll and Cowes. Mariners require a reasonable skill level to operate in waters with a large tidal variation, strong currents and open seas to the south. Deep channels lead from Bass Strait into the western section of the bay, giving access to the regions port facilities. There are between 100 - 200 commercial ship movements between Hastings and Bass Strait each year, including irregular cruise shipping utilising the local port.

Geographically, Western Port is dominated by the two large islands; French Island and Phillip Island. At low tide much of Western Port can be exposed as mud flats. In the northern reaches, several rivers and creeks drain into the bay. They flow through extensive mangroves, mudflats and sand banks before being channeled either side of French Island and into the open water in the southern reaches around Phillip Island. Powerful swells shape sandy beaches and rocky points from Flinders to Sandy Point and from the Nobbies to Ventnor.



8.7 million
Visitors



68,000 ha
Water



3
Marine
Protected
Areas



17
Boat Ramps



10
Channels



11
Piers and
Jetties



700
Moorings



350
Aids to
Navigation



4
Local
Government
Areas



1
Aquaculture
Fisheries
Reserve



Local Port of Western Port

25/11/2015

Coordinate System: GDA 1994 MGA Zone 55
 Projection: Transverse Mercator
 Datum: GDA 1994



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 Data source acknowledgements: State Digital Mapbase, The State of Victoria and the Department of Environment, Land, Water and Planning.

- Local Port of Western Port
- Victorian Waters
- Commercial Port Waters
- Maine Protected Area
- RAMSAR Wetlands
- Special Management Areas
- National Park

Local port characteristics

- Second largest bay in the State created by a sunkland, formerly a major river drainage system
- A large tidal range with several natural tide-dependent channels provides access for boats to the northern reaches
- Extensive low tide mud flats, reefs and banks that have breaking waves during larger swell events. Boating skills are important
- Tributaries include: Bunyip River; Lang Lang River; Bass River; Cardinia Creek; Merricks Creek; Redbill Creek; Mosquito Creek; Brella Creek and Tankerton Creek
- Year-round destination for local, regional, national and international visitors pursuing a range of water-based recreational activities that include; fishing, diving, swimming, surfing, sailing and the use of piers and jetties
- Adjacent land to the north is experiencing significant urban growth and is used for farming
- Visitation escalating
- Populations of Australian Fur Seals, Dolphins and Weedy Seadragons (State emblem)
- HMAS Cerberus tri-services base at Crib Point with access to Hahn Inlet and adjacent waters restricted by a Commonwealth 'Naval Waters' declaration
- Includes some freehold property e.g. BlueScope Steel and a small number of private jetties
- A number of recreational dive sites and over 31 heritage wrecks and sites
- Shipping and oil industries along the western shoreline
- 12 separate Committee of Management Areas managed by Parks Victoria with several others managed by other crown land managers, which provide public land footprints for infrastructure including 3 marinas - see Appendix 2
- 40 popular surf breaks between Balnarring and Flinders, from Ventnor to the Nobbies
- A passenger ferry service connecting Stony Point, Tankerton and Cowes
- A barge service moving vehicles and machinery between French Island and Corinella
- Habitats that are often tidal and are susceptible to marine pollution and shoreline erosion

Niche habitats

- The sea floor is complex, diverse and shaped by the wind and tides. It includes seagrass meadows, rock platforms, reefs and channels with sandy 'dunes'
- A diverse range of 16 islands, drying banks and reefs including; Phillip Island, French Island, Elisabeth Island, Sandstone Island, Quail Island, Chinamans Island, Reef Island, Middle Bank and Snapper Rock. These areas experience less pressure from introduced predators.
- Extensive mangroves north of Sandy Point and Newhaven provide habitats for a wide range of flora and fauna
- Special Management Areas that include Crawfish Rock, Rhyll, San Remo Reef and Honeysuckle Reef
- Popular dive and snorkelling sites at San Remo, Phillip Island and Flinders Pier

Port waters

The waters of Western Port including the navigable rivers and creeks flowing into Western Port Bay, excluding the commercial port waters of the Port of Hastings, as described in the *Victoria Government Gazette, 29 February 1996*.

Port land

Port land with the local port of Western Port includes all public jetties and piers for which Parks Victoria is the committee of management, as published in the *Victoria Government Gazette, 29 February 1996*.



5.3 Local port of Port Campbell

The local port of Port Campbell, comprising a single jetty structure, offers a unique and partially protected access point along a rugged coastline. The local port is adjacent to a colourful and lively seaside village. Combined, they provide a strong identity and significant tourist destination for the region.

Millions of visitors are drawn year-round to experience the wildness of the Southern Ocean and the dramatic landscapes of the adjacent Coastal Reserve and National Park. The maritime history of the area is infamous; the strong winds, limestone cliffs and huge swells claimed many sailing ships along the Shipwreck Coast. In the right conditions Port Campbell visitors can swim off the beach, contribute to surf lifesaving club activities, snorkel and scuba dive in the bay or fish from the shoreline. Fishing charters and boat tours leave from the local port.

A unique feature of the port is specialised vessel launching from the jetty, via a crane that lowers vessels into deeper water. Vessels travel to access local fisheries, surfing, coastal scuba diving locations (including The Arches Marine Sanctuary and The Twelve Apostles Marine National Park) and for scenic tours to the Twelve Apostles. Dramatic underwater scenery includes spectacular arches, canyons, fissures, gutters and deep sloping reefs. These formations provide a complex foundation for magnificent habitats including kelp forests and colourful sponge gardens.



0.37 ha
Water



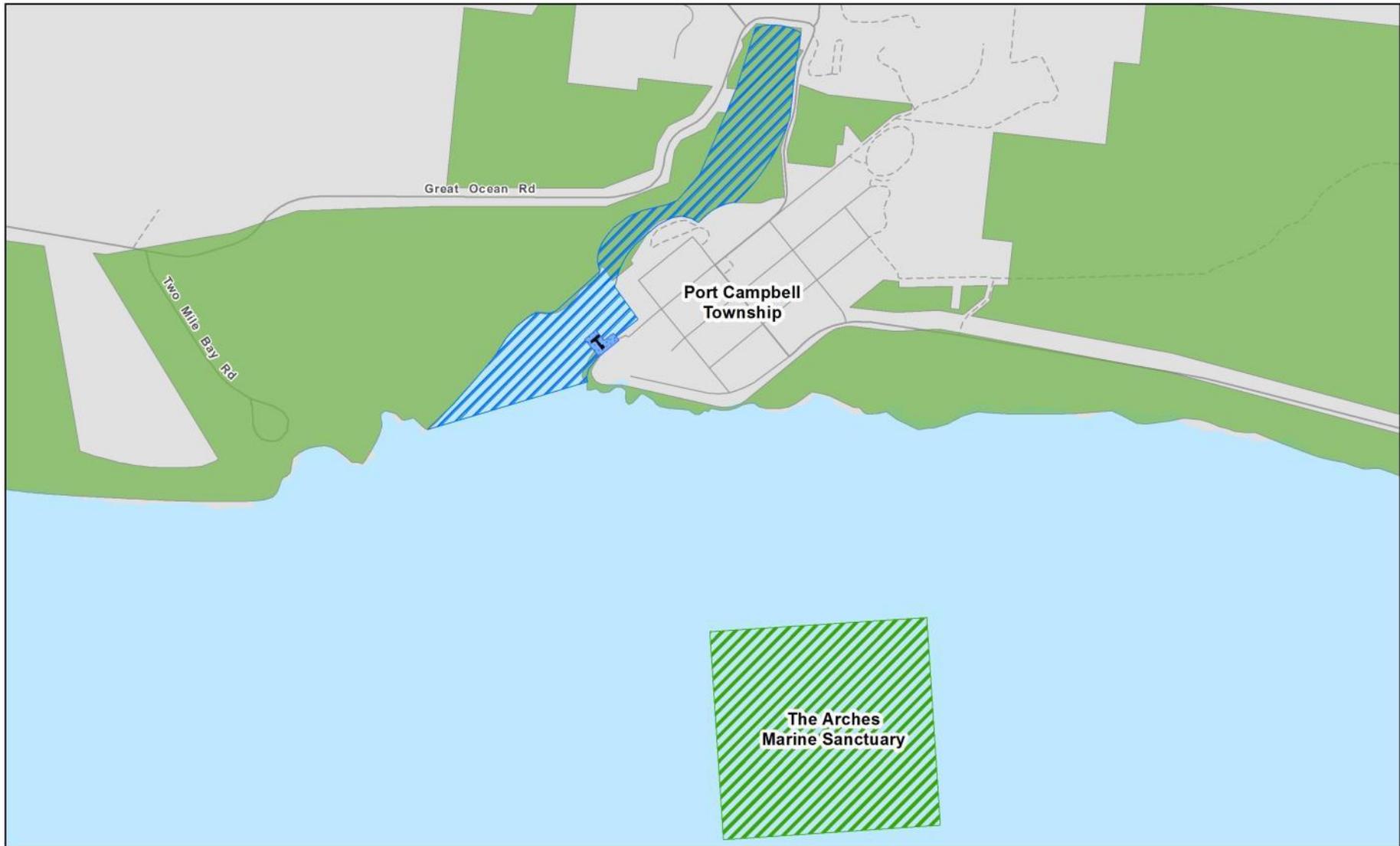
1
Jetty



1
Local
Government
Area



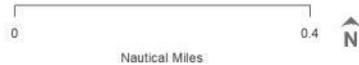
4
Aids to Navigation



Local Port of Port Campbell

09/12/2015

Coordinate System: GDA 1994 MGA Zone 55
 Projection: Transverse Mercator
 Datum: GDA 1994



-  Local Port of Port Campbell
-  Waterway Management Area (SEMP does not apply to this area)
-  Marine Protected Area
-  National Park
-  Victorian Waters

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 Data source acknowledgements: State Digital Mapbase, The State of Victoria and the Department of Environment, Land, Water and Planning.

Local port characteristics

- Key activities include promenading, swimming, commercial and recreational fishing, boating and charters
- Subject to ocean swells, it is located within the only protected harbour between Warrnambool and Apollo Bay. Local knowledge is required for safe boating in the Port Campbell area.
- Listed under the Fisheries Regulations as a place where abalone, rock lobster and giant crab may be landed
- Recreational boat club members, commercial rock lobster fishers and charter boat operator launch regularly from the jetty
- Vehicle access and vessel launching is restricted and an annual port permit and appropriate crane use certifications are required by all port users to obtain access to the jetty and crane to launch vessels
- Corangamite Shire provides vessel trailer parking. During peak season parking is often over capacity
- Port Campbell Surf Life Saving Club utilise the jetty for search and rescue vessels and for training purposes
- Commercial vessels need to be designed for operation from jetty (generally plate aluminium construction, shallow draft and approx.3 tonne)
- Recreational boats are mostly small to medium size
- DEDJTR Fisheries launch vessels for compliance operations
- 4 Aids to Navigation guide vessels accessing or leaving the port
- 1 Committee of Management Area which provides a public land footprint for infrastructure- see Appendix 2

Niche habitats (adjacent)

- Port Campbell Coastal Reserve to the north
- Port Campbell National Park to the south and west
- The Arches Marine Sanctuary to the south

Port waters and port land

The local port of Port Campbell is comprised of the waters and land as described in the *Victoria Government Gazette, 16 November 1995*.



6 Key performance indicators

Parks Victoria provides services for the Minister for Environment, Climate Change and Water and the Minister for Ports, under a management agreement with DELWP and by annual agreement with DEDJTR. The performance targets and measures included within these agreements shape the focus and resourcing of the corporate and business plan. As a result, the local port delivery is influenced by a number of higher order performance measures, which must be also considered to meet Victorian Government directions.

Parks Victoria's Corporate Services Division assists with the development and maintenance of organisational Key Performance Indicators (KPIs) to ensure that they remain consistent with Parks Victoria's organisational vision, values, objectives and responsibilities. These are documented and communicated through the Parks Victoria Corporate and Business Plan.

SEMP Key Performance Indicators (KPIs) enable Parks Victoria, as the Local Port Manager, to assess the extent to which the implementation of the SEMP achieves the safety and environment management objectives as set out in Section 91CA of the *Port Management Act 1995*. KPIs provide a clear direction for prioritising actions and resource allocation.

6.1 Department of Environment, Land, Water and Planning - Management Services Agreement 2013

The purpose of the management services agreement is to detail the arrangements between the Secretary to the Department of Environment, Land, Water and Planning (DELWP) and Parks Victoria for the management of the parks and reserves estate. At its core, the agreement provides direction in the areas of environmental management, fire prevention, fire and emergency response, access and use, asset management, cultural heritage and compliance. The agreement is significant for Parks Victoria's local ports delivery because it also sets KPIs for the organisation, and confirms that the majority of Parks Victoria's business outcomes are delivered on behalf of Secretary of DELWP, therefore underpinning the structure and delivery model of the organisation.

6.2 Department of Economic Development, Jobs, Transport and Resources - Management Agreement

A long term management agreement between Parks Victoria and Department of Economic Development, Jobs, Transport and Resource, (DEDJTR) is currently being negotiated. The agreement will focus on Parks Victoria role as port manager, outlining the accountabilities and funding provided to deliver port management services. It is anticipated that the agreement will be finalised during 2016. Parks Victoria's responsibilities extend to recreational boating in Port Phillip, Western Port and Port Campbell as a Local Port Manager under the PMA and as waterways manager under the MSA. A key objective of the MSA is to improve safety outcomes through a systematic approach to risk management across port operations.

While the (DEDJTR) Management Agreement is being developed and more specific local port actions and targets are being finalised, Parks Victoria has adopted the SEMP KPIs drawn directly from the Safety and Environment Management Planning Objectives as detailed in Section 91CA of the PMA.

6.3 Parks Victoria's corporate and business plan KPIs

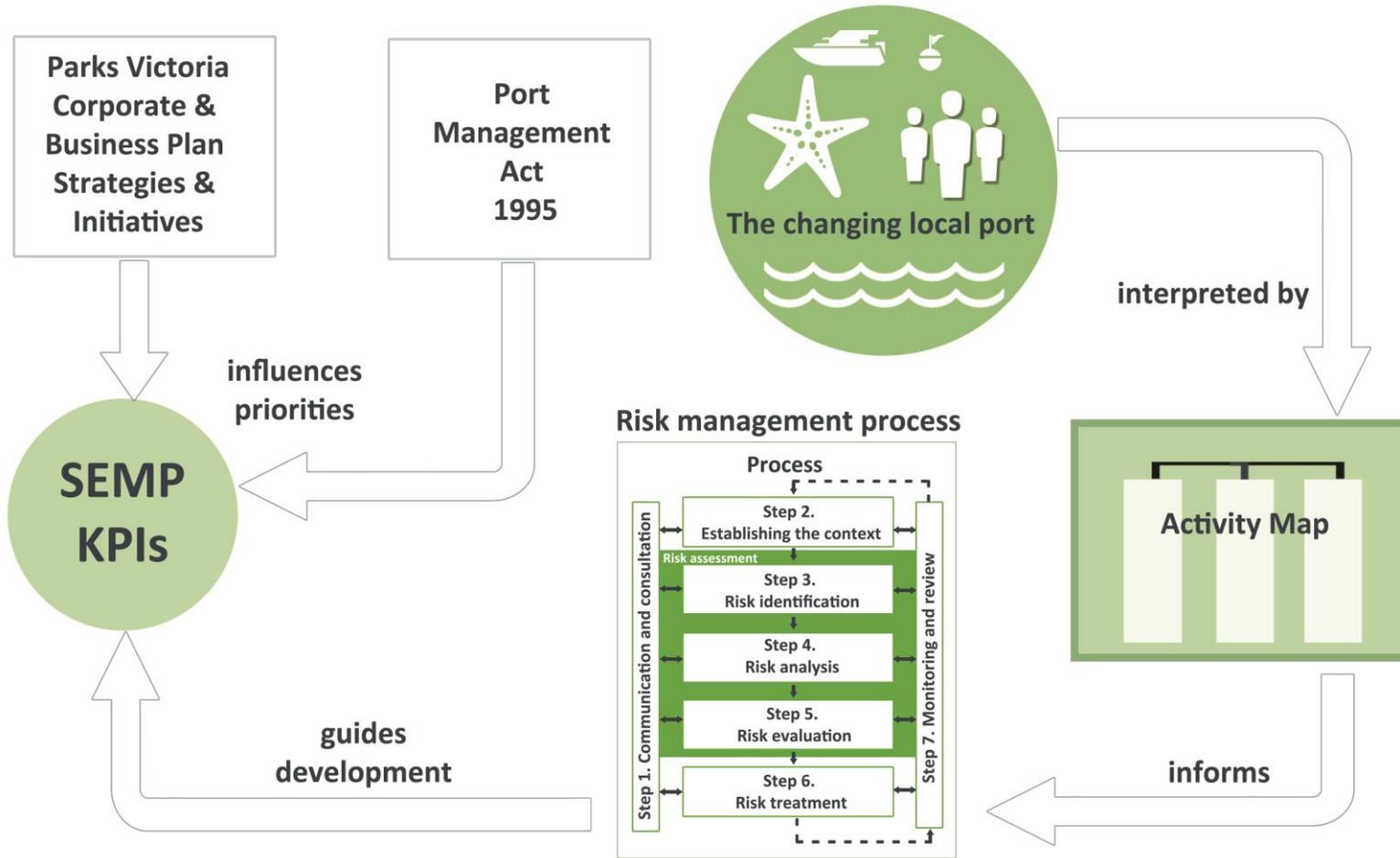
Whole of organisation KPIs are fully described in the three year *Corporate and Business Plan 2015-18*. The business plan component is reviewed annually in the publicly available Parks Victoria annual report. They will therefore not be duplicated or reported on through the SEMP.

The current KPIs that relate explicitly to the local ports are:

- Level of satisfaction of visitors to local ports
- Number of visits to piers, jetties and bays
- Percentage of bay assets in average to excellent condition
- Number of visits to parks through licensed tour operators
- Parks Victoria establishing a 'Safety First' culture and targeting 25 per cent annual reduction in Total Reportable Frequency Rate of workplace injuries
- Parks Victoria continuing to work with partners to generate additional revenue to those provided through general appropriations from DELWP and DEDJTR

The following diagram summarises the primary influences on SEMP KPIs. Local port activity mapping and the risk management process are developed in subsequent chapters.

SEMP KPIs



SEMP key performance indicators

This table details SEMP objectives and provides specific supporting KPIs that ensure port activities within the control of Parks Victoria are managed to improve safety, are environmentally sustainable and are consistent with the Victorian Government delivery across all Victorian local ports.

Port Management Act 1995 Section 91CA 2015-2018

#	KPI	Measure / Action	Position responsible	Targets
Objective (a) Promoting improvements in safety and environmental outcomes at Victoria's ports.				
Parks Victoria application - Ensure port activities within the control of Parks Victoria have minimal impact on the environment				
1	Induction of contractors undertaking work within local ports includes safety and environmental considerations	Percentage of works contractors completing the induction process.	Area Chief Rangers	100%
Objective (b) Improvement of stakeholders, tenants, licensees and service providers' understanding of environment and safety best practices within the local port.				
Parks Victoria application - Promoting and facilitating the development, maintenance and implementation of systems that enables Parks Victoria's stakeholders to comply with safety and environmental duties that apply to the operation of the port				
2	Maintain a local port stakeholder database inclusive of tenants, partner organisation and authorities, councils, major pressure groups and individuals contributing to local port discussions	Number of reviews annually of three databases relevant to Port Phillip, Port Western Port and Port Campbell.	Port and Maritime Officer Governance	1
3	Digital publication of annual local ports e-newsletter	Number of page hits and downloads of e-newsletter to inform of any changes in port management practices and provide relevant guides to best practice. Emailed to stakeholders and tenants, and made available on Parks Victoria web page.	Senior Manager Local Ports and Waterways	50

Port Management Act 1995 Section 91CA 2015-2018

#	KPI	Measure / Action	Position responsible	Targets
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Objective (c) Promoting an integrated and systematic approach to risk management in relation to the operation of the port.

Parks Victoria application - Proactive incorporation of local port issues within the Parks Victoria Corporate and Business Plan, organisational and annual reporting

4	Inclusion of local port risk issues and SEMP KPIs as a standard agenda item for in District Management Team meetings	Number of targeted and agenda based discussions of local port risk issues and SEMP KPIs at District Management Team meetings annually	Senior Manager Local Ports and Waterways assisted by District Manager	3
5	Facilitate and document local ports risk workshop to review existing risks and priorities and document and prioritise arising risks. Incorporates internal and external incident report data	Annual workshop inclusive of field based and technical staff members (prior to annual SEMP reporting) to review and prioritise existing risks, arising risks. Summary of risks consistent with Parks Victoria’s GUI-131 Risk Management Guideline with treatment strategies and response approved within delegations.	Port and Maritime Officer Governance assisted by Risk Manager	1
6	Conduct SEMP Steering Committee meetings	Number of meetings each year to review/ modify /endorse prioritisations of existing and arising risks. Internal governance of SEMP publication and document control	Senior Manager Local Ports and Waterways assisted by Port and Maritime Officer Governance	4
7	Reliable operation of Aids to Navigation in Parks Victoria’s local ports	Percentage of Aids to Navigation that meet Maritime Safety Victoria’s Standard for Aids to Navigation on Victorian State Waters 2012 Category 2 – Important - Availability at least 99% Category 3 – Necessary – Availability at least 97%	District Manager assisted by Navigation and Ports Officer	100%

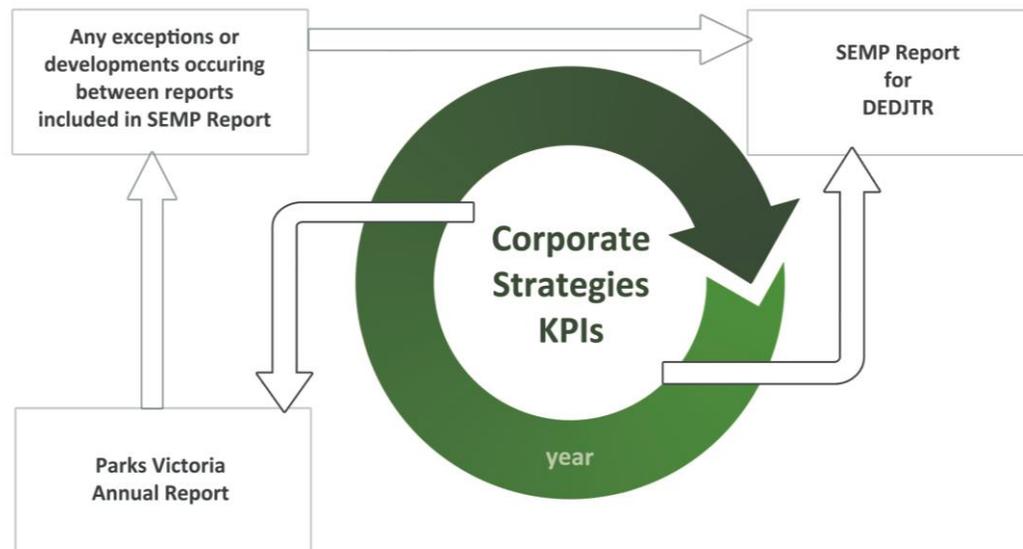
6.4 KPI reporting

Currently corporate business plan and SEMP annual reporting are at opposite ends of the calendar year. Targets generated from corporate strategies and KPIs are analysed in the SEMP Risk Assessment and Management Plan (RAMP), described in Chapter 9. This plan documents:

- Identified risks
- Actions and tasks
- Resourcing
- Allocation of responsibility to appropriate position within the organisational structure

An annual review of the corporate and business plan KPIs (informed by the RAMP) assesses the effectiveness of the SEMP in achieving safety and environmental objectives. A second review of the SEMP is provided to DEDJTR and the Minister for Ports six months later. This review includes any exceptions or issues around KPIs that have arisen since the annual corporate review. The following diagram illustrates the review and reporting cycle and the reliance of annual reporting to inform DEDJTR and the Minister and avoid duplication.

Review and reporting cycle





7 Port activity mapping

Numerous activities occur in the local ports. Intensity of use, interaction between activities, conditions and the port geography can influence the number of risks and their rating. The port activity map provides an overview of activities in the local ports. It is based on previous Park Victoria SEMP's and presents information in a format that is easier to recognise in a statewide context.

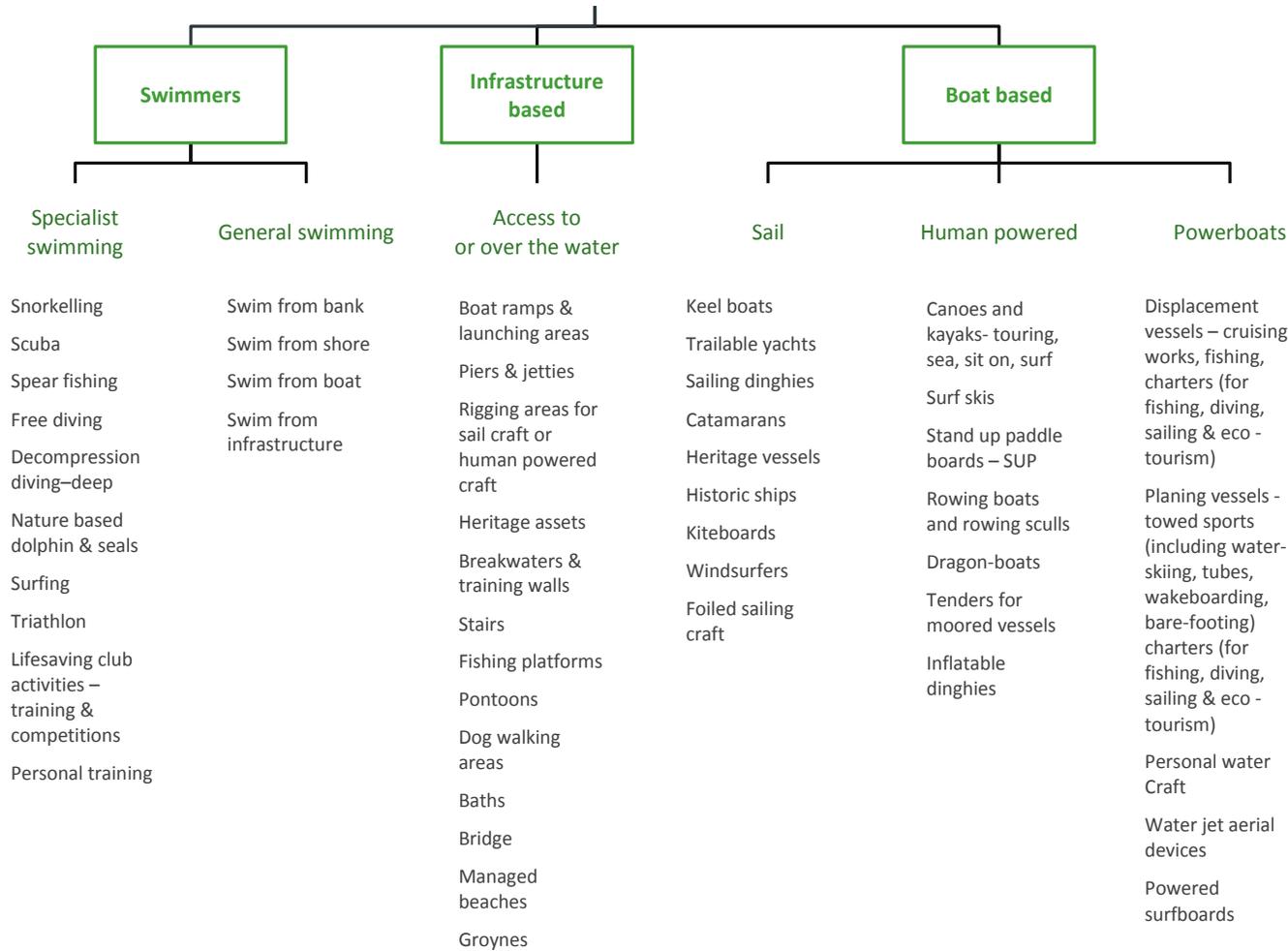
Predicting usage and risk at specific locations is complex and difficult because activities are influenced by local conditions, recreation trends and emerging marine technologies and communications. Escalating use, driven by increased community wealth, greater flexibility in leisure time and new marine technologies is placing increased pressure on port resources and services. There are often competing user demands, which need to be carefully managed by implementing strategies to regulate or separate conflicting activities. This might include influencing behaviours through education, enforcement or zoning.

Responsibility for the safe conduct of local port activities can be the sole responsibility of Parks Victoria (such as mooring use); a shared responsibility where, for example, another Committee of Management has delegated land management responsibilities within the local port, a lease has been granted by other than the port manager; or a cooperative management arrangement such as Marine Pollution response with DEDTJR, PoMC and Emergency Management Victoria. The activity map provides a comprehensive starting point for exploring the range of activities that might occur in a specific area within the local port. New recreational and commercial activities will be added as they evolve.

7.1 Activity map

The purpose of the following map is to provide common terms for activities. Reviewing these activities, their interaction and potential risks to safety and environment ensure that the risk assessment phase of the RAMP is inclusive. To effectively map activities for a site and understand the potential risks, Parks Victoria undertakes an investigative process that involves several lines of enquiry. These are focused on the frequency, controls, competition, conflict, partnership arrangements and infrastructure around activities.

Local port users



Commercial operations in the water using infrastructure and in vessels include:

- Skills, training and education activities
- Commercial ports & shipping
- Aviation -hovercraft, seaplanes
- Charters & eco tours
- Ferries
- Security management
- Cruise liner activities
- Tenants- clubs, services, retail
- Liberty vessels from anchored ships
- Port management duties including infrastructure maintenance and delivery
- Slipways
- Marinas
- Boatyards
- Licensed Tour Operators
- Professional fishing
- Waterfront businesses
- Hire vessel service, cafés etc.
- Resource extraction e.g. seawater

Note: Local residents may or may not be local port users, and are often keen to maintain the amenity of the local port.

7.2 Partnerships approach

The activity map assists the identification of likely activities for a site. Generally these activities are managed using partnerships to inform and guide behaviour. The following table highlights key partners associated with the delivery of safety and environmental outcomes.

Activity	Key partnerships	Key safety considerations	Key environment considerations
Infrastructure Based	Local Government Coastal Boards DEDJTR DELWP	<ul style="list-style-type: none"> • Access to and from infrastructure • Jumping and diving from heights • Construction codes • Local laws • Placement in the context of the broader foreshore • Personal security – e.g. lighting, cameras • Construction and maintenance approach • Appropriate event management 	<ul style="list-style-type: none"> • Litter management • Fishing waste management • Need for dredging to support the infrastructure • Construction and maintenance impacts
Swimming	Local Government Maritime Safety Victoria Victorian Water Police Life Saving Victoria Environment Protect Authority	<ul style="list-style-type: none"> • MSA & Vessel Zoning and Operating Rules • Separation between vessels and swimmers • Access to, in and out of the water • Provision of advice • Lifesaving services • Emergency services access • Beach and in water hazard management • Appropriate event management 	<ul style="list-style-type: none"> • Litter management • Separation between swimmers and outfalls or drains
Vessel based	Maritime Safety Victoria Victorian Water Police Local Government Coast Guard AMSA (for commercial operations) VR Fish Boating Industry Australia Victoria Kiteboard Victoria Windsurf Victoria	<ul style="list-style-type: none"> • MSA & Vessel Zoning and Operating Rules • Separation between vessels and swimmers • Search and rescue arrangements • Separation between vessels • Separation between types of vessels • Impact of wakes on vessels, shores and infrastructure • Appropriate event management 	<ul style="list-style-type: none"> • Litter management • Waste management • Impact of vessels on shores and flora and fauna

8 Assessment and management of risk

Parks Victoria's risk approach is based on the *International Standard ISO31000:2009, Risk Management Principles and Guidelines*. It includes an enterprise-wide risk framework, which was revised in 2015 and detailed in the following internal documents:

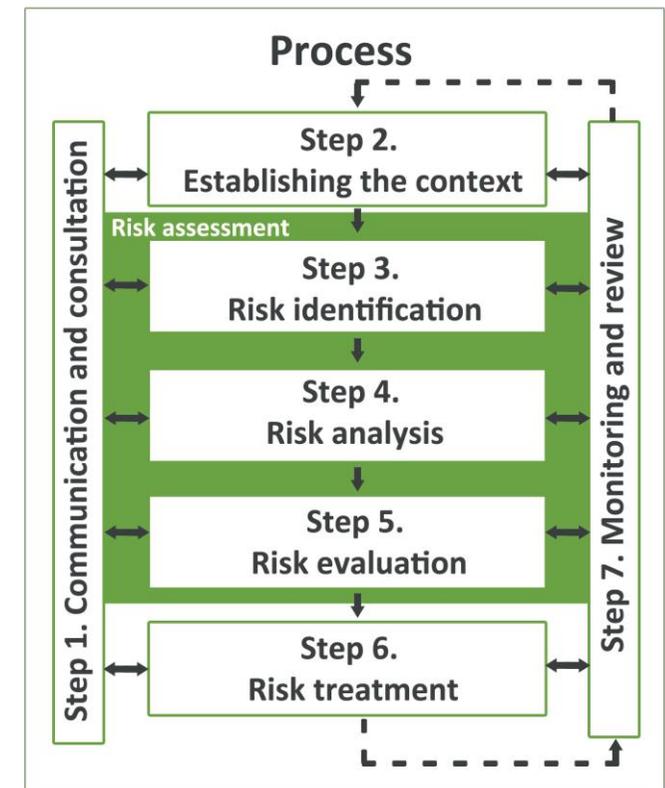
- *POL-130 Internal Risk and Compliance Policy*
- *PRO-132 Risk Management Procedure*
- *GUI-131 Risk Management Guideline*

These documents guide decisions and actions undertaken by Parks Victoria employees to ensure they are all based on sound risk management, are consistent with Parks Victoria's business objectives and comply with statutory, legislative and regulatory responsibilities. They provide members of staff with tools to complete risk assessments and treat risk. The development of the SEMP is in turn aligned with the risk management framework above.

There are a wide range of risks inherent in undertaking local port operations. Parks Victoria recognises that a failure to adequately identify and treat the risk will impact on the local ports' safety and environmental performance, which will in turn prevent or delay Parks Victoria from achieving its business objectives. The process outlined aims to establish a comprehensive understanding of the risks that Parks Victoria's local ports are subject to and review the adequacy of controls in place to modify these risks.

Parks Victoria's risk management process involves the systematic application of seven steps.

The approach and language used to discuss risk is formal and unambiguous. Risk discussions within Parks Victoria and with local port stakeholders need to be kept on track. The *Risk Management Guideline (GUI-131)* enables members of staff to maintain consistent terminology and a process of clear and accessible information regarding control, consequences, likelihoods, overall consequences, risk ratings and how to escalate and report risk.



8.1 Step One. Communication and consultation

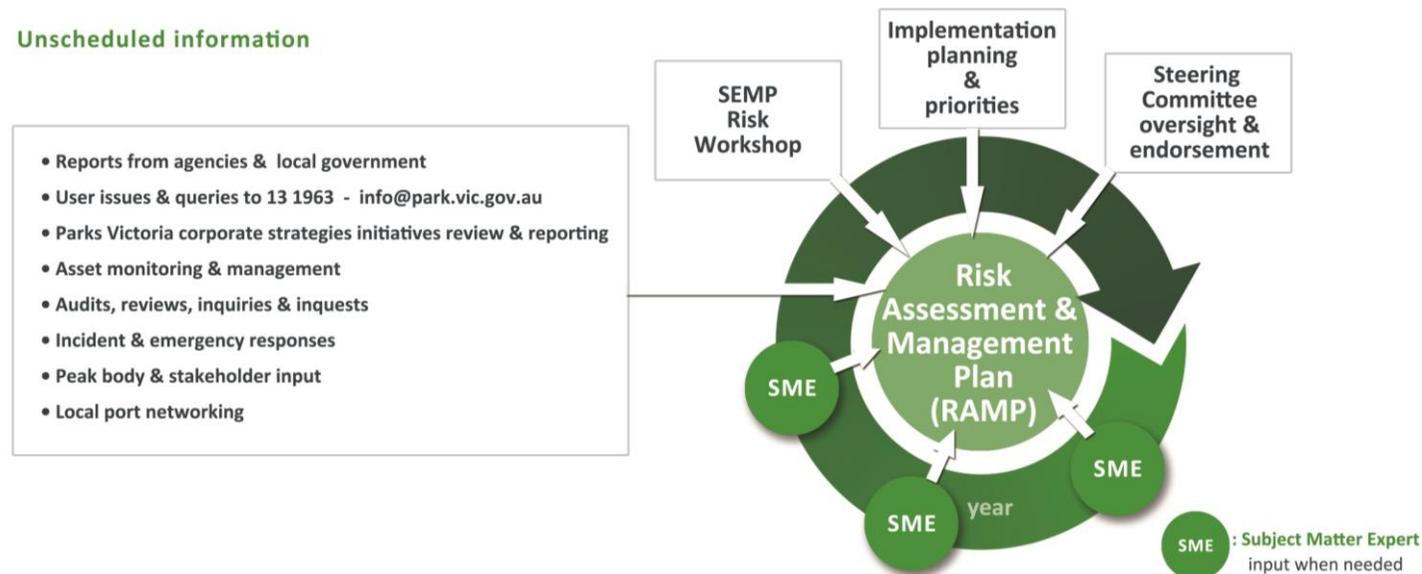
Communication and consultation has taken place throughout all stages of the risk process in relation to the development of this SEMP. External and internal consultation remains an essential part of risk management in the local port. The development of the initial SEMP in 2004-5 provided a significant opportunity to consult internally and externally with local port users. From these interactions the original activity map, risk register and implementation plan were developed.

Parks Victoria's operation of the Port is influenced by many stakeholders and user groups. Ongoing scheduled meetings with government agencies and peak bodies provide opportunities for risks to be raised and discussed. Regular discussions about local port risks also ensure stakeholders understand the basis on which decisions are being made and why particular actions are required.

Local port risk review workshops have been held to review and update the SEMP Risk Assessment and Management Plan (RAMP). This forum maintains engagement with members of staff and is an opportunity for those with a strong working knowledge of port operations to share views on risk and potential control solutions. The workshop also emphasises the 'live' nature of the RAMP and the role operational staff members play in identifying emerging risks and involving stakeholders in the risk process.

The following diagram illustrates the sources of information that inform the SEMP risk process. External information arrives year round from a wide variety of sources. This information can trigger Parks Victoria technical specialist input and additional risk management responses. The annual risk workshop provides the opportunity to prioritise the program. New priorities are reviewed by a Steering Committee and can influence the Parks Victoria corporate and business plans and annual reporting.

Risk assessment & management plan inputs



8.2 Step Two. Establishing the context

To identify where risks may arise in local ports, an activity map was developed using the knowledge of stakeholders and Parks Victoria staff members responsible for the management of port waters, port land, moorings and port infrastructure, see 7.1 Activity Map. This lists all significant activities undertaken and enables staff members to research relationships between activities and potential risks in local ports.

Local ports are a complex interaction of behaviours, infrastructure, weather conditions and geography with seasonal recreation and commercial drivers. Social trends and new maritime technologies can also introduce challenges. Activities are either managed directly by Parks Victoria, co-operatively or by emergency response agencies. Members of staff also have a range of environmental responsibilities that include MPAs, Ramsar sites and Special Management Areas.

Parks Victoria representatives need to guide the context of internal and stakeholder risk discussions. To inform discussions staff need to consider:

- Strategic priorities, goals and objectives of risk management activities
- Defining responsibility for and within the risk management process
- The scope of risk management activities (usually confined to the local port)
- Stakeholder needs and preference
- Relevant legislation, standards, guidelines and procedures
- Whether voluntary codes of behaviour are utilised
- The presence and adequacy of infrastructure provided to build user situational awareness
- Previous risk information
- Resources available
- The relationship between particular projects, processes and activities
- Risk assessment methodologies
- How performance and effectiveness are evaluated
- Integrated management with partner agencies

8.3 Step Three. Risk identification

This process identifies risks and events that may impact SEMP objectives. Risk identification should always be considered in the context of Parks Victoria’s business objectives and sources of risk. Risk sources are elements that, alone or in combination can give rise to risk. Sources of risk have been linked to risk categories and identified as:

- Governance
- Economic and financial
- Human resources and safety
- Business disruption
- Corporate information
- Service delivery and external relations

Risks need to be documented and communicated in an easy to understand format. Initial risks for local ports were developed in the original 2005 SEMP by Parks Victoria operational staff members. This comprehensive process included consultation with relevant government agencies and stakeholder groups. It remains a resource for identifying and managing risks. This SEMP document has been updated to reflect the changes to port use and improvement in the Parks Victoria risk management processes. New risks and associated management responsibilities are now added to the Risk Register within the Risk Assessment and Management Plan (RAMP). Parks Victoria holds risk assessment workshops with key local port staff members to review any change to risks driven by changes in the environment, activities or stakeholders.

Concise language is a foundation of the risk process.

“There is a risk of (an event – something may happen) ...caused by (a threat or an opportunity) ...resulting in (an outcome)”.

Risks and issues: A risk is the effect of uncertainty on objectives. An issue is an event that has materialised. A risk that is not managed may become an issue.

Risks and hazards: A risk is the effect of uncertainty on objectives, while a hazard is exposure to danger or harm or a potential source of harm.

8.4 Step Four. Risk analysis

Understanding risks is critical. Risk analysis matrices are used in combination to ensure consistency of risk analysis across the organisation. The RAMP documents the risk analysis phase. A risk assessment requires appraisal and understanding of the risks identified by considering the controls and their effectiveness, consequences and the likelihood of the risk occurring.

Controls: A response that modifies the risk. It is effective when accountability is assigned and management is confident the control can manage the risk. A range of control measures are used to manage risks within the Local Ports including revising rules, setting aside areas where activities are permitted or prohibited, the implementation of management plans, education and compliance programs and the application of government policies. For those activities that Parks Victoria partially or wholly manages, an assessment of the adequacy of the control is undertaken. Controls are reviewed and described as Effective, Adequate or Ineffective.

Consequences: The effect on Parks Victoria if the risk event was to occur. When comparing local port risks and determining risk profiles, consequence assessments need to be consistent. The descriptors are: Insignificant; Minor; Moderate; Major and Extreme. The descriptors are viewed across the categories; Safety, Workforce, Financial, Stakeholders and Community, Service Delivery and Environment.

Likelihood: The chance of a risk event occurring. There are multiple knowledge points within Parks Victoria that will support this assessment, such as lessons learned, opinion based on known factors, forecasts based on the current environment, and relevant and historical data. The descriptors are; Rare, Unlikely, Possible, Likely or Almost Certain.

The outcomes of the risk assessment workshop include the review and validation of documented local port risks. Risk ratings are examined and where necessary updated.

8.5 Step Five. Risk evaluation

Risk evaluation assists with decisions based on the outcomes of risk analysis and to establish priorities for risk treatment. Decisions about how much risk Parks Victoria can tolerate in the local ports and which risks require mitigation are considered in the context of Parks Victoria's risk attitude, available resources, legislative and regulatory environment, ethical, financial, business processes and other considerations.

The level of risk rating is the risk level after controls are identified, their effectiveness is rated, and consequence and likelihood rating are assessed and assigned. Parks Victoria's level of risk descriptors are; High, Significant, Moderate and Low.

Risks rated Significant or High require action to modify the risk to a level that is acceptable to Parks Victoria. Risks with Low or Medium ratings have been determined to be tolerable to the organisation. Parks Victoria uses a 'heat' map to qualitatively rank its risks.

8.6 Step Six. Risk treatment

Modifying risks

Risk treatment involves selecting one or more options for modifying risks, assigning ownership of the risk, formulating a treatment plan for the required risks and implementing accordingly. Local port management staff members consider the following broad risk treatment options:

- Accept the risk - Retaining the risk through informed decision-making and appropriate endorsement
- Reduce the risk - Changing the risk through determining a treatment that reduces either the consequence, the likelihood or both of the risk event, or its severity if the risk was to occur
- Share the risk - Sharing the management of the risk with another party or parties (including contractors)
- Avoid the risk - Deciding not to start or continue with the activity that gives rise to the risk

Once implemented, treatments provide additional controls or modify existing controls. Any identified enhancements to the control environment for a risk will be included in the SEMP Risk Assessment and Management Plan.

Existing Systems

Many of the risks identified in the RAMP draw on controls that are within established business systems such as:

- Commonwealth and Victorian Legislation and Regulations
- Specific rules or regulations such as *Vessel Operating Zone Rules* and local port set asides
- OH&S systems: Job Safety Analysis; plant and equipment assessments
- Organisational policies, procedures and guidelines
- Staff and contractor training and inductions
- Contract management specifications and standards
- Standard Operating Procedures
- Mooring and berthing authorisation system
- Marine national park management plans
- Lease, licenses, permits and authorities
- Insurance
- Asset management approaches including condition assessment information and load limit advice
- Public education and compliance programs, Notice to Mariners
- Maintained Aids to Navigation system including dredging specific channels
- Integrated management with partner agencies such as Maritime Safety Victoria, Victoria Police and DELWP

8.7 Step Seven. Risk monitoring and review

Processes to monitor and review the risk are incorporated into all aspects of the risk management framework and consider:

- Effectiveness of controls
- Implementation and effectiveness of treatments in managing risks
- Lessons learned from events (near misses), changes, trends, successes and failures
- Detection of changes in the external and internal environment
- Identification of emerging risks

The district management teams periodically review activities and risks to ensure the effectiveness of existing controls and to identify new hazards. Treatment actions required are included in the RAMP and prioritised according to risk rating allocation and resourcing.

The 'live' RAMP is informed by the local districts' incident records, patrol log books and incident reports from key agencies such as Maritime Safety Victoria. The Parks Victoria Information Centre provides an important link between local port users who raise potential or present risks. The Information Centre promptly contacts operational staff members to undertake appropriate responses. Risk information is also gathered during business as usual communications between operational staff members and stakeholder groups, tenants, licensees and service providers across the ports.

An annual risk assessment workshop is undertaken to assess existing risks and to identify emerging risks in the RAMP. This process includes the application of the risk assessment processes outlined above. Any increases in the risk rating are highlighted and/or ineffectiveness of controls noted and prioritised through the RAMP.

8.8 Further risk considerations

Systems across Parks Victoria are in place to guide a consistent approach to broad risk areas that effect local ports. These areas include:

1. Emergency management including preparedness and response
2. Responding to climate change
3. Major tenants, licensees and service providers
4. Management of dangerous goods or hazardous materials

The following sections outline the integration of the local port program with Parks Victoria's broader risk modification strategies.

8.8.1 Emergency management preparedness and response

It is recognised that emergency incidents will occur within the local ports. To counteract this Parks Victoria has in place an emergency management policy, guidelines and incident response procedures.

Under the *Emergency Management Act (1986)* Parks Victoria is not an emergency response agency but is responsible for responding to certain emergencies as a control or support agency. Parks Victoria is a control agency for maritime casualty incidents and a support agency for a range of other maritime incidents. Where Parks Victoria does not have the jurisdiction as a control agency it cannot set emergency response times for other emergency response organisations. To facilitate an emergency response, emergency management plans (EMPs) have been prepared for the local ports. These are reviewed annually by the Area Chief Rangers and focus on:

- Role descriptions to ensure the relevant staff members are aware of their emergency role and where the EMP is located
- Key contacts
- The emergency risk library and treatment strategies
- Procedures for Code Red days

The local ports are currently incorporated in the Port Campbell, West Port Phillip, East Port Phillip, Western Port and Waterways EMPs. These plans are supported by marine and waterway incident response procedures on the internal website. The website provides local port staff members a set of resources to guide operational decision making and response. This resource is designed to support the corporate document management system and provide quick and easy access to specific maritime information. Information will be reviewed and revised as part of the intranet redevelopment project commenced in 2015.

Parks Victoria also has an incident response procedure that requires staff members to document and report incidents. It outlines actions to be undertaken in response to an incident and the reporting channels for communicating the details of the incident within the organisation.

8.8.2 Climate change

Climate change is recognised by the Victorian Government as presenting major risks to our environment, our way of life and our economy. Parks and local ports are at substantial risk from climate change. Projections for Victoria's future climate include:

- Higher annual mean temperatures
- Reduced average rainfall and stream flows
- Fewer and heavier rainfall days
- Possible sea-level rise and storm surges
- Likely shifts in prevailing winds and wave climate
- Increased intensity of extreme weather events

Increased risks to local port environments and assets include heatwaves, accelerated erosion events and coastal impacts. These trends place sustained pressure on port services as marine infrastructure has an elevated vulnerability.

DELWP leads the Victorian Government's commitment to reinvigorate climate change action within the state, working across state government and with local governments, businesses and the community to develop effective strategies to help Victorians adapt to the effects of climate change. Parks Victoria liaises with DELWP to ensure consultation with local government and supporting organisations is a consistent and coordinated approach to climate change adaptation.

Parks Victoria's asset management system ensures expected life cycles, design, construction and maintenance of local ports assets adapts to climate change. The renewal and rationalisation of facilities and the planning and building of new facilities within the local ports recognises the challenges of climate change. Long term and immediate impacts of extreme weather are becoming more common and severe. Parks Victoria's delivery is informed by the Victorian Government policy including the *Climate Change Adaptation Plan for Victoria*. The plan focuses on government and community preparedness by ensuring appropriate risk management strategies are in place for public assets, services and disaster resilience.

The challenge is to provide a safe and reliable service offer by maintaining boating channels, aids to navigational equipment, piers and jetties, break-walls and launching facilities. Local port environments will also be affected by climate change with coastal land forms, habitats, flora and fauna experiencing more rapid change. Understanding these impacts will require reliable baseline data and an ongoing effective monitoring program.

Parks Victoria is committed to research that informs environmental management and is informed by programs including:

- The Research Partners Program - a collaborative partnership involving Parks Victoria, universities and other research institutions to undertake research to improve park management and ecological understanding.
- The Two Bays Program - marine research, community engagement activities and environmental knowledge sharing on Port Phillip and Western Port.

8.8.3 Major tenants, licensees and service providers

The majority of tenanted premises on port land (Parks Victoria as Committee of Management), are at Williamstown and Queenscliff, within the boundary of Port Phillip. Queenscliff Harbour Pty Ltd leases a large site that encompasses the Queenscliff marina and surrounding retail and hospitality precinct. At Williamstown there are approximately 20 leased premises across various boating and community associations including the Seaworks Foundation. A small shed at Hastings Pier is the only tenancy in Western Port managed by Parks Victoria.

All leases and licenses issued on port land (Parks Victoria as Committee of Management), are granted under provisions of the *Crown Land (Reserves) Act 1978* (CLRA), although PV manages some leases under the Land Act granted prior to reservation. Parks Victoria maintains a database of all such tenancy agreements.

However, there are a number of significant leases in Port Phillip and Western Port not managed by the port manager; these include Royal Geelong Yacht Club, Wyndham Harbour, St Kilda Marina, Blairgowrie Yacht Squadron, Hastings Marina, Yaringa Marina, and Newhaven Marina.

There are no leased or licensed premises within Port Campbell.

Service providers undertaking commercial activities within the local ports include hire and drive boat operators, charter operators (diving, site seeing etc.) and recreational equipment hire, such as paddle boards and powered vessel hire.

Operators offering organised recreation activities within port waters are issued with tour operator licences.



Parks Victoria manages berthing and mooring authorities in the local port. Some mooring grounds are also managed on behalf of Parks Victoria by clubs through a Harbour and Mooring Management Agreement or a Parks Victoria standard lease granted under the CLRA. There are about 40 private jetties in Port Phillip and Western Port, not including the rivers, which are licensed by authorities other than Parks Victoria.

Agreements are in place in locations and listed in Appendix 4. Set-asides designate mooring areas as required by the *Port Management (Local Port) Regulations 2015*. These Regulations enable the port manager to manage illegal berthing and mooring. There are 44 mooring areas in Port Phillip, 20 mooring areas in Western Port and no mooring areas in Port Campbell.

Private marinas within Port Phillip and Western Port also offer berths, moorings and other services. These services may be on crown land managed by DELWP or a Committee of Management other than Parks Victoria, or on private land (such as Martha Cove). Parks Victoria ensures that the marina manager is aware of Parks Victoria's role in managing the local port.

Commercial and aquaculture sites exist within Aquaculture Fisheries Reserves in Port Phillip and Western Port. Aquaculture licences are issued by DEDJTR under Section 43 of the *Fisheries Act 1995*. Licensees are required to apply for works permits, for infrastructure including aids to navigation.

Fishing fleets operate from a number of locations in the three ports (including; San Remo, Portarlington, Port Campbell, Flinders, Mornington and Queenscliff), and professional fishers often rely on permitted access to piers and jetties and private berthing.

During daily operational duties, Parks Victoria staff members routinely consult with tenants, licensees and commercial operators to ensure they understand the safety, environmental risks and obligations of operating in a port environment. Communications tools used are outlined in Communications Plan section of the SEMP. This strategy includes a target of producing an annual e-newsletter and outlines the methods used to provide and capture information from tenants, licensees and commercial operators.

8.8.4 Dangerous goods or hazardous materials

There are several dangerous goods or hazardous materials storage facilities in the local ports managed by other agencies or under a lease or licence – Point Wilson Explosives Wharf (Commonwealth), San Remo and Queenscliff re-fuelling facilities. Tenants may at times store dangerous goods or hazardous materials on lease or licence areas as part of their service offer. It is a feature of all agreements that tenants are required to manage land, facilities and operations consistent with current legislation requirements including dangerous good legislation.



9 Implementation

9.1 Risk assessment and management plan

The SEMP audit and subsequent internal review in 2013, highlighted improvements in procedures for implementing, reviewing and revising the SEMP and its supporting tracking systems. Previous systems had a complex structure and relied on scheduled technical working groups reviewing risks and tracking progress within five risk themes. This system was resource intensive and difficult to program. Consolidating the risk assessment and action tracking system led to the development of the RAMP, a practical tracking tool, which is easier to access online, discuss in management forums and report on.

Risks are updated, managed and tracked through the RAMP. This document is informed by the local districts' incident records, patrol log books and incident reports from key agencies such as Maritime Safety Victoria. Additional information is collected in consultation with stakeholder groups, tenants, licensees and service providers by operational staff members. When more complex risks need to be explored technical working groups are established to utilise expertise from across the organisation or gain insights from stakeholders.

In addition to Significant and High risks, the RAMP also records risks rated as Moderate or Low. These lower risk levels do not receive risk modifying actions as the controls for these levels of risk have been assessed as effective or adequate. Completed actions are also retained in the RAMP and provide a valuable perspective for ongoing management.

The RAMP prioritises action planning for risks that are rated as Significant or High. It is a 'live' document that incorporates the four main sections of the organisational risk management procedures and guideline outlined below:

1. Risk register (risk, cause, identifier and risk number)
2. Risk analysis (likelihood, consequence, inherent risk rating and existing control, revised assessment or risk and controls)
3. Risk treatment (actions, responsibility and timing)
4. Risk monitoring and review (key risk indicators, reporting/monitoring and timing of reviews)

The plan prioritises actions based on the assessment of activities and controls (controls versus risk priorities) and a risk review of the activities (likelihood and consequence). It is held within the corporate document management system as a digital file. Local ports staff members are directed to the RAMP by:

- References in the web-based local port information
- Business planning elements such as regional and personal work plans
- Meeting minutes i.e. district management teams

9.2 Action planning

Action planning is driven by the risk treatment phase of the RAMP. It focuses on the delivery of actions to modify risks rated Significant and High. Straight forward solutions may only require tracking while more complex risks will require specific action plans that can include:

- Information available and information gaps
- SMART objectives (Specific, Measureable, Assignable, Relevant, Timely)
- Stakeholder communication planning
- Funding path
- Accountabilities
- Evaluation process (what the outcome to be measured is)

Completed and active action plans are available via the corporate document management system.

9.3 Prioritising

The RAMP requires resources to identify and track the progress of emerging issues. Three mechanisms ensure the plan is current and include:

1. **District management team meetings** - Routinely contributes to the RAMP focusing on emerging risks and the delivery and review of the prioritised treatment actions. Treatment actions are prioritised according to the risk rating allocation and resourcing.
2. **Annual risk assessment workshop** – Includes the stepped risk process, assesses residual risk and identifies emerging risks. Activities with increased risk allocation ratings are highlighted, gaps in controls noted and risk prioritised through the RAMP. Particular activities within each category and the current risk rating are reviewed.
3. **SEMP Steering Committee** - Oversee the review and implementation of the SEMP and provide guidance on prioritising projects and resource allocation. Also aligns the SEMP with organisational goals. The group resolve conflicting priorities and monitors timelines for the delivery of actions to modify risks rated Significant and High. Membership is made up of persons holding port management, governance and operational management positions.



10 SEMP communications plan

This communication plan outlines strategies for communicating key messages and includes consultation with the broader community, stakeholders, tenants, licensees, service providers, mooring and berth holders. This plan covers both communicating the release of the 2nd Edition SEMP in 2016 and maintaining ongoing awareness of SEMP objectives.

Internal communication within Parks Victoria relies on line management protocols and a system of corporate internal communication responsibilities and supporting tools. Internal communications are not included in this plan.

10.1 Background

The SEMP for Port Phillip, Western Port and Port Campbell is a management tool used to systematically examine the full scope of activities in these local ports. The purpose of the SEMP is to ensure that significant risks to the safety of port users and the environment are identified and addressed with appropriate control measures that are integrated into Parks Victoria's management and operating systems. The SEMP approach has been used to coordinate safety and environment risk management since 2005.

10.2 Communication objectives

- Affirm, promote and clarify Parks Victoria's role and responsibilities as a Local Port Manager
- Clarify the stakeholders roles and responsibilities for operating within the local port
- Inform the community, user groups, peak bodies, partner organisations, government departments and Parks Victoria operational and corporate staff members of the form, function and goals of the new SEMP 2nd Edition
- Increase community input and use of the SEMP
- Promote the safe and environmentally responsible use of the local port

10.3 Current situation

Effective communication with local port users and the broader community is reliant on an organised database and a range of communication tools. Maintaining contact with stakeholders or users affected by significant issues ensures effective management outcomes. Parks Victoria has many stakeholders associated with the local ports. Appendix 5 provides a summary of the key target audiences and the types of communication tools currently employed.

10.4 Key messages

- Parks Victoria invited the public to comment on the 2nd Edition of the Safety and Environment Management Plans for Port Phillip, Western Port and Port Campbell
- The Safety and Environment Management Plans have been updated and set a framework to ensure that significant risks to the safety of port users and the environment are identified and addressed using appropriate control measures that are integrated into Parks Victoria's management and operating systems
- Formal consultation occurred during February and March 2016
- Comments were received by email to PVSEMPConsultation@parks.vic.gov.au
- The final version of the 2nd Edition of the Safety and Environment Management Plans for Port Phillip, Western Port and Port Campbell is available by searching SEMP at www.parkweb.vic.gov.au
- Local port and waterway enquiries can be emailed to info@parks.vic.gov.au
- For further details contact Parks Victoria on 13 1963 or visit www.parkweb.vic.gov.au

10.5 Secondary messages

- Parks Victoria invites the public to provide comment on potential or present safety and environment risks at any time by calling 13 1963 or sending an email to info@parks.vic.gov.au
- Parks Victoria will update stakeholders and/or general community when significant legislative, safety or environmental issues affect the local port
- Notices to Mariners are issued regularly to inform local port users of changes in conditions. They can be found at:
<http://parkweb.vic.gov.au/park-management/bay-and-waterways-management/notices-to-mariners>

10.6 Consultation process

The formal consultation process resulted in 13 comments from individuals, groups and government. All comments have been recorded and incorporated into the current draft where appropriate. The current draft of the Safety and Environment Management Plans for Port Phillip, Western Port and Port Campbell is available to the public via the Parks Victoria website.

10.7 Implementation

Project/activity	Action/tactic	Target publications/channels	Timing	Responsible
SEMP 2nd Edition Draft for public consultation	<ul style="list-style-type: none"> • Provide opportunity for local port users and key stakeholders to participate in the SEMP revision process • Media release highlighting the opportunity to 'Have your say', and describing how to participate • Compilation and consideration of submissions • Reply correspondence to submitters 	<ul style="list-style-type: none"> • External media and publications • Local, regional and metro media • Email correspondence to key stakeholders • Briefing of DEDJTR • Social media (PV and external partners or other organisations) • Website (PV and external) • Internal publications • News update 	Early 2016	<ul style="list-style-type: none"> • Manager Local Ports and Waterways Melbourne Region • Port and Maritime Officer Governance
SEMP 2nd Edition finalisation and release	<ul style="list-style-type: none"> • Inform stakeholders that the final SEMP 2nd Edition is released 	<ul style="list-style-type: none"> • Social media (PV and external partners or other organisations) • Website (PV and external) • Internal publications • News Update • Response to queries received by 13 19 63, info@parks.vic.gov.au and PVSEMPConsultatoin@parks.vic.gov.au 	Early 2016	<ul style="list-style-type: none"> • Manager Local Ports and Waterways Melbourne Region • Port and Maritime Officer Governance
Ongoing liaison with local port users regarding the SEMP	<ul style="list-style-type: none"> • Broad scale information update to promote SEMP outcomes • Highlight where to get further information PV website • Updating relevant documents, brochures and website pages to link to SEMP 	<ul style="list-style-type: none"> • e-newsletter • Response to queries received by 13 19 63 and info@parks.vic.gov.au • Issue specific stakeholder meetings 	Ongoing	<ul style="list-style-type: none"> • Manager Local Ports and Waterways Melbourne Region • District Mangers • Area Chief Rangers
SEMP external audit	<ul style="list-style-type: none"> • Inform internal stakeholders 	<ul style="list-style-type: none"> • Email and briefing 	August 2016	<ul style="list-style-type: none"> • Manager Local Ports and Waterways, Melbourne Region • Port and Maritime Officer Governance

10.8 Evaluation

The following elements are used to measure the success of the communications plan

Consultation to inform the 2nd Edition SEMP 2016

- Increased awareness of the opportunity to comment on the 2nd Edition SEMP in 2016
- Number of hits on the Parks Victoria website to access the 2nd Edition SEMP 2016
- Number of comments received on the 2nd Edition SEMP 2016

Annual updates for local port stakeholders

- The production of an annual local ports e-newsletter highlighting SEMP progress and issues in the local port
- Database of stakeholders is current and is useful to target specific user groups
- Increase in hits on SEMP related Parks Victoria web based information following the annual local ports bulletin

Exception reporting if required

- Production of exception reports should local port safety and environment issues affect users
- Amount of media commentary (available via media monitoring) generated by exception reports
- Notice to Mariners published at appropriate times

Information and comments passed to Parks Victoria regarding safety and environment issues

- Number of calls to 13 1963 regarding safety or environmental matters
- Number of emails to info@parks.vic.gov.au regarding safety or environmental matters

10.9 Approval of plan

This communications plan has been reviewed by the Parks Victoria SEMP Steering Committee.



11 SEMP review

To measure the effectiveness and manage risks in the local port, the SEMP is regularly reviewed through three cycles.

Cycle 1: On-going review of the RAMP - Utilises information from operational staff members, partner agencies and other port managers to identify and assess risks, develop actions that modify the risk and evaluate the effectiveness of actions. This process is captured in the RAMP, a 'live' document that can also capture emerging issues. It requires the review of actions for significant and high risks and reprioritisation when risks are added. This process is complemented by an annual local port risk workshop that comprehensively reviews the RAMP and reports on the proportion of Low, Moderate, Significant and High risks. Emerging trends, resourcing of risk actions, new legislation and inputs by partner agencies are discussed and the development of potential actions is initiated.

Cycle 2: Corporate reporting - Parks Victoria's operational planning and reporting that is applied to the SEMP implementation. An annual cycle of business and corporate plan development and review flows on to Regional Action Plans and district actions. Staff members who have project accountabilities undertake monthly project reporting that includes an overview of progress toward KPIs and strategic goals that includes SEMP delivery. Individual work planning completes the link between broad strategic goals, KPIs, works in the local port and culminates in the Parks Victoria Annual Report.

Cycle 3: External review – An annual review process of the SEMP is undertaken to inform the submission of the annual report to the Minister of Ports. It utilises information from the Parks Victoria Annual Report and adds any issues have arisen. This is supported by a systematic review of the RAMP. Reporting focuses on:

- Currency of information
- Control performance
- Implementation of risk reduction measures
- KPIs and any revisions
- Legislative changes

Additional reviews will be triggered if there is a change in the legislation, a significant safety or environmental incident occurs or there are changes in activities within the local port. This focuses on local port KPIs, successes and actions to modify risks to environment or safety. On the third year, the report is replaced by an external audit. Parks Victoria assists and informs the audit. A draft report is provided and port managers provide comment and clarify information. Audits are finalised and provided to the Minister. Local ports provide a response to the final audit to the Minister.

The following table outlines the three review process cycles that work towards a safer and environmentally sustainable local port.

Cycle	Review and report type	Year 1	Year 2	Year 3
Review Cycle 1	RAMP risk process documentation including action reporting			
	Annual local ports risk workshop. Includes a comprehensive RAMP review	✓	✓	✓
	Parks Victoria annual reports	✓	✓	✓
Review Cycle 2	Regional Action Plan reporting Via monthly report - exception reporting covers areas of non-performance	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓
	District management team reviews, captured in actions of meetings	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
	Individual work plans and half year review	✓ ✓	✓ ✓	✓ ✓
Review Cycle 3	Report to Minister of ports	✓	✓	
	SEMP audit			✓

Appendix 1. Regulatory register and strategies

Access to legislation relevant to local port and waterway management is available to staff members via the internal website. The table below provides a perspective that includes legislation, prominent strategies and drivers for co-operative arrangements for a local port delivery. Legislation under which Parks Victoria operates is reviewed annually by the corporate division of Parks Victoria; SEMP staff members are notified of any changes that will impact on the delivery of the SEMP. The table below provides a perspective on the drivers that inform Local Port Mangers and include:

1. Commonwealth legislation
2. Victorian legislation
3. Relevant standards
4. Guideline and strategies
5. Parks Victoria business and port systems

1. Commonwealth Legislation

Title	Applicable aspect	Lead
<i>Aboriginal & Torres Strait Islander Heritage Protection Act 1984</i>	Promotes the protection of archaeological sites, places and objects.	Department of the Environment
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	Legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places — defined in the EPBC Act as matters of national environmental significance.	Department of the Environment
<i>Maritime Transport Security Act 2003</i>	When applicable, port managers must take appropriate measures to enhance maritime security to meet the <i>Maritime Transport Security Regulations 2003</i> .	Department of Infrastructure and Regional Development
<i>Marine Safety (Domestic Commercial Vessels) National Law Act 2012</i>	All domestic commercial vessels in Australia are regulated. Any vessel used for commercial purposes must comply with legislation that directs vessel configuration, operation for example Vessel Safety Management Plans) and crewing.	Australian Maritime Safety Authority
<i>National Plan to Combat Pollution of the Sea by Oil & other Noxious and Hazardous Substances</i>	These plans are designed to give effect to the International Protocol on Preparedness, Response and Co-operation to Pollution Incidents by Hazardous and Noxious Substances 2000.	Australian Maritime Safety Authority
<i>National Marine Chemical Spill Contingency Plan</i>		
<i>National Marine Oil Spill Contingency Plan</i>		

<i>Native Title Act 1993</i>	Recognises and protects native title including acts affecting native title, determining whether native title exists and compensation for acts affecting native title.	Justice Victoria, Native Title Unit
<i>Occupational Health & Safety (Maritime Industry) Act 1993</i>	Secures the health, safety and welfare at work of maritime industry workers.	Australian Maritime Safety Authority
<i>Occupational Health & Safety (Maritime Industry)(National Standards) Regulations 2003</i>		
<i>Occupational Health & Safety (Maritime Industry) Regulations 1995</i>		
<i>Quarantine Act 1908</i>	When applicable, the correct management of quarantine items must be followed.	Department of Agriculture
<i>Quarantine Regulations 2000</i>		
<i>Control of Naval Waters Act 1918</i>		

2. Victorian State Legislation

Title	Outcome	Lead
<i>Archaeological & Aboriginal Relics Preservation Act 1972</i>	Protects all Aboriginal cultural heritage sites, places and objects.	Department of Premier and Cabinet, Office of Aboriginal Affairs Victoria
<i>Climate Change Act 2010</i>	Victorian Government program led by Department of Environment, Land, Water and Planning (DELWP) to generate detailed coastal mapping and information. Helps understand and plan for climate risks along the coast through better information on storm surges and possible sea level rise impacts.	DELWP
<i>Coastal Management Act 1995</i>	Provides strategic planning and management for the Victorian coast, such as Coastal Action Plans.	DELWP
<i>Crown Land (Reserves) Act 1978</i>	Provides for the reservation and management of coastal Crown land.	DELWP
<i>Dangerous Goods Acts 1985</i>	Ports Managers are to ensure a safe workplace in relation to the manufacture, storage, transfer, sale, purchase and use of dangerous goods on the port.	WorkSafe Victoria
<i>Dangerous Goods (Storage & Handling) Regulations 2012</i>		
<i>Emergency Management Act 1986 and 2013</i>	Provides for the organisation of emergency management in Victoria.	Emergency Management Victoria
<i>Emergency Management Regulations 2007</i>		
<i>Environment Protection Act 1970</i>	Provides legislative framework to protect Victoria's environment. The 'precautionary principle' is relevant to port managers under this Act.	Environment Protection Authority
<i>Environment Protection (Prescribed Waste) Regulations 1998</i>	Proscribes the transport and management of waste prescribed under the Environment Protection Act 1970.	Environment Protection Authority
<i>Environment Protection (Scheduled Premises and Exemptions) Regulations 1996</i>	Provide exemptions from provisions of the Environment Protection Act 1970.	DEDTJR

<i>Fisheries Act 1995</i> <i>Fisheries Regulations 2009</i>	Provides legislative framework for the regulation, management and conservation of Victorian fisheries.	DEDJTR
<i>Flora & Fauna Guarantee Act 1988</i> <i>Flora & Fauna Guarantee Regulations 2001</i> <i>Action Statement 100: Introduction of exotic organisms into Victorian marine waters.</i>	Enables the conservation of Victoria native flora and fauna, providing procedures that can be used for the conservation, management and control of flora and fauna. To minimise further introductions of exotic organisms into Victorian marine waters and to develop and implement, where possible, practical measures to manage the spread and minimise the adverse effects of current and future (if any) incursions of exotic organisms in Victorian marine water.	DELWP
<i>Freedom of Information Act 1982</i> <i>Freedom of Information Regulations 2009</i>	Provides the public with the right to access information in the possession of the Government of Victoria and other bodies constituted under the law of Victoria.	Department of Justice and Regulation
<i>Land Act 1958</i> <i>Land Act Regulations 1996</i>	Details the sale and occupation of Crown land.	DELWP
<i>Marine Safety Act 2010</i> <i>Marine Safety Regulations 2012</i>	Port Managers must ensure that they follow a range of marine safety requirements and standards that are administered by Maritime Safety Victoria (i.e. navigation aids).	DEDTJR, Maritime Safety Victoria
<i>National Parks Act 1975</i>	Provide, preserve and protect the natural environment including wilderness areas and parks.	DELWP
<i>Occupational Health & Safety Act 2004</i>	Port Manager shall provide and maintain so far as practicable a working environment that is safe and without risk to health.	WorkSafe Victoria
<i>Occupational Health & Safety Regulations 2007</i>	Provides for health and safety in relation to workplaces and hazards, activities at work places; procedures for the resolution of health and safety issues at work places.	WorkSafe Victoria
<i>Occupational Health & Safety (Hazardous Substances) Regulations 2007</i>	Intended to protect employees against risks to health associated with the use of hazardous substances.	WorkSafe Victoria
<i>Occupational Health & Safety (Prevention of Falls) Regulations 2003</i>	Intended to prevent incidents at workplaces involving falls of more than 2m and reduce injuries resulting from those falls.	WorkSafe Victoria
<i>Parks Victoria Act 1998</i>	Establishes Parks Victoria.	DELWP
<i>Pollution of Waters by Oil & Noxious Substances Act 1986</i>	Ensures the protection of the sea and port waters from pollution by oil and other noxious substances.	Environment Protection

<i>Pollution of Waters by Oil and Noxious Substances Regulations 2002</i>	Ensures the protection of the sea and port waters from pollution by oil and other noxious substances.	Authority
<i>Planning and Environment Act 1987</i> Local Government Planning	Set of standard provisions for planning schemes. Planning schemes set out policies and provisions for use, development and protection of land. Each local government area in Victoria is covered by a planning scheme.	DELWP
<i>Port Management Act 1995</i> <i>Port Management (Local Ports) Regulations 2015</i>	Port Managers responsibility to produce SEMP and ensure reasonable steps are taken to implement the measures and strategies specified in the plan.	DEDTJR
<i>Public Administration Act 2004</i>	Provides a framework for good governance in the Victorian public sector and in public administration generally in Victoria.	All State Government Departments
<i>Road Safety Act 1986</i>	Provides safe, efficient and equitable road use.	Department of Justice and Regulation
<i>Seafood Safety Act 2003</i>	Ensures that all sectors of the seafood chain are required to manage food safety risk in accordance with relative standards.	DEDTJR
<i>State Environment Protection Policy</i>	Subordinate legislation made under the provisions of the <i>Environment Protection Act 1970</i> , providing more detailed requirements and guidance for the application of the Act.	Environment Protection Authority
<i>State Environment Protection Policy (Waters of Victoria) 1988 Schedules for Port Phillip and Western Port (Under review in 2015)</i>	Aims to provide a coordinated approach for the protection and where necessary, rehabilitation of the health of Victoria's water environment.	Environment Protection Authority
<i>Victorian Coastal Strategy 2014</i>	Provides a vision for the Victorian coast and the actions Victorians need to take today to achieve that vision.	
<i>Wildlife Act 1975</i>	The protection and conservation of wildlife; the prevention of wildlife from becoming extinct; the sustainable use of and access to wildlife; and to prohibit and regulate the conduct of persons engaged in activities concerning or related to wildlife.	DELWP
<i>Vessel Operating and Zoning Rules for Victorian Waters</i>	To provide a safe operating environment, to cater for the wide range of boating and water activities, to separate different activities where needed on the basis of safety, and to reflect local conditions.	Maritime Safety Victoria

3. Relevant Standards

Note: this list includes commonly used relevant standards and is not exhaustive.

Title	Outcome	Code
<i>2004 Dangerous Goods</i>	Initial emergency response guide.	HB 76
<i>2004 Environmental Management Systems</i>	General guidelines on principles, systems and supporting techniques.	AS/NZS ISO 14004
<i>2004 Environmental Management Systems</i>	Requirements with guidance for use.	AS/NZS ISO 14001
<i>2004 Environmental Risk Management</i>	Principles and process.	HB 203
<i>1995 Fire Emergency Response</i>	Emergency response process.	CS FP 001
<i>2013 Fixed Platforms, Walkways, Stairways and Ladders</i>	Design, Construction and Installation.	AS 1657
<i>2001 Occupational Health and Safety Management Systems</i>	Specification with guidance for use.	AS/NZS 4801
<i>2004 Risk Management</i>	Risk management process.	AS/NZS 4360
<i>2004 Storage and Handling of Flammable and Combustible Materials</i>	Principles and processes.	AS 1940
<i>2010 Maritime works</i>	Code of practice for the design of quay walls, jetties and dolphins.	BS 6349-2
<i>2009 Design for access and mobility</i>	General requirements for access – new building work.	AS 1428.1
<i>2005 Guidelines for design of maritime structures</i>	Maritime structure design.	AS 4997
<i>2001 Guidelines for design of marinas</i>	Marina design.	AS 3962

4. Guidelines & strategies

Title	Outcomes	Lead
<i>Aquaculture Strategy and Action Plan 2008</i>	Grow the value of the Victorian aquaculture in a sustainable manner.	DEDTJR
<i>Aquatic and Recreational Signage Style Guide</i>	Standard risk signs for coastal areas.	Life Saving Victoria
<i>Best Practice Environmental Management - Guidelines for Dredging 2001</i>	Assists any organisation planning to dredge or dispose of spoil in the Victorian marine, estuarine or river environments. The guidelines address the environmental issues and controls involved in dredging.	EPA
<i>Cleaner Marinas: EPA guidelines for protecting Victoria's marinas 1998</i>	Outlines ways to help improve environmental management in marinas and protect the quality of the marine environment.	EPA
<i>Climate Change Adaptation Plan for Victoria 2013</i>	Focuses on government preparedness by ensuring that appropriate risk management strategies are in place for public assets and services, enhanced disaster resilience strategies are being implemented and government policies and programs encourage and facilitate climate resilience and adaptive capacity across the Victorian community.	(former) Department of Environment and Primary Industries
<i>Managing Safety in Your Workplace</i>	Overview of occupational health and safety.	Victorian WorkCover Authority
<i>Port Phillip Environmental Management Plan and Critical Programs To 2003</i>	Objectives: To conserve biodiversity; To provide recreation and tourism opportunities; To secure production and sustainable use of wild fisheries; To provide for aquaculture; To provide for shipping and boating; To protect cultural heritage; To provide water for industrial purposes.	(former) Department of Natural Resources and Environment
<i>Management of Victoria's Ramsar Wetlands Strategic Directions Statement</i>	Conservation and sustainable utilisation of wetlands, recognising the fundamental ecological functions of wetlands and their economic, cultural, scientific, and recreational value.	DELWP
<i>Standard for the provision and maintenance of navigation aids in Victorian State Waters 2012</i>	Guides provision and installation of AtoNs.	Maritime Safety Victoria

<i>Siting and Design Guidelines for Structures on the Victorian Coast 1998</i>	Ensuring sympathetic development which complements the surrounding landscape and results in excellence in design.	Victorian Coastal Council
<i>Understanding the Western Port Environment- A summary of current knowledge and priorities for future research</i>	Consolidates existing knowledge on key values and threats identified by relevant agencies and other stakeholders; Considers extent of alignment between existing knowledge of values and threats and current/planned management activities. Identifies potential short term scientific research projects actions arising from the review. Identifies critical knowledge gaps relative to agency strategic information needs. Scopes a targeted environmental research program including methodology, costs and delivery options.	Victorian Centre for Aquatic Pollution Identification and Management

5. Parks Victoria business and port systems

Title	Outcomes	Lead
Safety First Culture for Zero Injuries program	Statewide initiative to reduce lost time injuries.	People and Culture Branch
<i>Victoria's System of Marine National Parks and Marine Sanctuaries Management Strategy 2003 –2010</i>	Prepared to guide the management of Victoria's highly protected system of 13 Marine National Parks and 11 Marine Sanctuaries. The system makes up 5.3% of Victoria's marine waters.	Corporate
Research Partners Program	The Research Partners Program (RPP) is a collaborative partnership involving Parks Victoria, universities and other research institutions. Through the RPP, Parks Victoria and researchers undertake applied research to improve park management and ecological understanding.	Corporate
<i>Parks Victoria Compliance Strategy 2011 – 2014</i>	Internal document that focuses on employee safety, proper legal process, human rights and responsibilities.	Manger Education & Compliance
<i>Healthy Parks Healthy People</i>	Seeks to reinforce and encourage the connections between a healthy environment and a healthy society by building on significant relationships between people's mental health and their local environment.	Corporate
Tenancy Database	Database of tenants on Public Land maintained by Parks Victoria. Provides details of agreements and conditions attached.	Corporate
Licensed Tour Operator System	Licensed Tour Operators offer a wide range of appropriate organised recreation activities on public land that includes local ports. These organised recreation opportunities are conducted under a licensing system administered by Parks Victoria.	Corporate
Emergency management planning	Framework that defines the Parks Victoria emergency management planning, preparation and response and sets parameters for the ongoing development of this delivery.	Region
Filming and photography permits	A permit is required for professional, and some amateur filming and photography in areas managed by Parks Victoria. Permits are required so filming and photography in parks is managed safely and responsibly.	District
Event permits	Event permits are used by Parks Victoria to allow an activity that is prohibited under legislation or regulations. In some cases a permit may be required in order to undertake an event in a park, reserve or for an event on local port waters.	Region

Moorings and berths management system	Reservation Management System (RMS) - a stakeholder management, inspection, ownership tracking and accounting package.	Manager Moorings and Berths
Works permits	Works within the local port can only be undertaken in accordance with a permit issued by Parks Victoria. Works within the port are not permitted to commence until a permit has been issued.	Manager Local Ports and Waterways
Notices to Mariners	Advises mariners of important matters affecting navigational safety, including new hydrographic information, changes in channels and aids to navigation and other important data.	Navigation and Ports Officer

Appendix 2. Committee of Management areas

Local Port of Port Phillip (27 Parks Victoria CoM areas) * Leased wholly or partially

• Altona Pier	• Black Rock Jetty	• Dromana Pier
• Ferguson Street Pier	• Frankston Pier	• Gem Pier
• Kerferd Road Pier	• Lagoon Pier	• Middle Brighton Pier and Breakwater
• Mordialloc Pier	• Mornington Pier and Fishermans Jetty	• Patterson River Rock Walls
• Portsea Pier	• Point Lonsdale Jetty	• Portarlington Pier
• Queenscliff Harbour and Precinct Reserve* includes Queenscliff South Pier	• Rosebud Pier	• Rye Pier
• Sandringham Breakwater and Hampton Pier	• Seaford Pier	• Sorrento Pier
• St Leonards Jetty and Breakwater	• St Kilda Pier and Breakwater*	• Brookes Jetty (structure removed, CoM footprint only)
• Swan Bay Jetty	• Werribee South Jetty	• Williamstown Workshop, Piers(includes the leased Workshops, Boyd and, Commissioners Jetties)* and Stony Creek Backwash

Local Port of Port Western Port (12 Parks Victoria CoM areas)

• Corinella Pier	• Cowes Pier	• Flinders Jetty
• Hastings Pier*	• Newhaven Jetty	• Rhyll Jetty
• San Remo Jetty	• Tankerton Jetty	• Tooradin Jetty
• Warneet North Jetty	• Warneet South Jetty	• Lang Lang Jetty (structure removed, CoM footprint only)

Local Port of Port Campbell (1 CoM area)

• Port Campbell

Appendix 3. Local port tenancy – PV as Lessee

A lease grants an exclusive right to occupy a defined area of land. The State Government policy for leasing Crown land in Victoria establishes overarching leasing principles around public benefit, consistency and transparency in process, along with ecological sustainability to guide land managers, existing tenants and prospective tenants when making decisions about leasing. Where there is restricted or exclusive access, the tenant is often responsible for the safety and environmental management of the site. Leases, licences and other agreements specify that the tenants must comply with all laws that apply to the use of the site.

There are significant leases on lands and waters adjacent to and within the local port not directly managed by Parks Victoria as Committee of Management. These include marinas, harbour developments, residential, commercial and industrial precincts. As the Local Port Authority, Parks Victoria only has regulatory control to the extent that such control is not contrary to the conditions of the respective lease/s. Activities within these external leases are managed by the lessor. These leases are included in Appendix 4.

There are in addition to Leases, numerous Licences on issue in relation to third party activities and operations within the local ports, including Mobil Oil Australia P/L and Petroleum Refineries Australia P/L.

Leases directly managed by Parks Victoria as Committee of Management are listed below.

Area	Tenants
<hr/>	
Local Port of Port Phillip	
<hr/>	
<ul style="list-style-type: none">Frankston Pier	<ul style="list-style-type: none">Frankston City Council
<ul style="list-style-type: none">Middle Brighton Pier and Breakwater	<ul style="list-style-type: none">Royal Brighton Yacht Club Incorporated
<hr/>	
<ul style="list-style-type: none">Queenscliff	<ul style="list-style-type: none">Queenscliff Cruising Yacht ClubQueenscliff Harbour Pty LtdQueenscliff Marina Pty Ltd
<hr/>	
<ul style="list-style-type: none">Sandringham	<ul style="list-style-type: none">Sandringham Yacht Club Inc
<ul style="list-style-type: none">St Kilda Pier and Breakwater	<ul style="list-style-type: none">Renewillow Pty Ltd (St Kilda Kiosk and Café)Royal Melbourne Yacht Squadron (marina & part slipway)

Area	Tenants
Local Port of Port Phillip (continued)	
<ul style="list-style-type: none"> Williamstown Workshop, Piers & Stony Creek Backwash 	<ul style="list-style-type: none"> Parsons Marina Pty Ltd Williamstown Sailing Club Inc Blunt Boat Builders Squadron Yachts Pty Ltd Hobsons Bay Yacht Club Inc JJ Savage and Sons Pty Ltd Seaworks Foundation Royal Yacht Club of Victoria Inc Royal Victorian Motor Yacht Club Incl 4th Holy Trinity Sea Scouts Seaworks Foundation Commonwealth of Australia – Department of Defence (Sea Cadets)
Local Port of Local Western Port	
<ul style="list-style-type: none"> Hastings 	<ul style="list-style-type: none"> Western Port Tourism (Hastings Fish Shed)
Local Port of Port Campbell	
No tenants	

Appendix 4. Harbour and mooring agreements

Marinas within Port Phillip and Western Port offer private berths and moorings, which are managed by DELWP as Crown Land manager, Local Government and other entities as Committees of Management, clubs and associations, and in one case as freehold title, through a:

- Harbour and mooring management agreement; and/or
- Crown Lease under the *Crown Land (Reserves) Act 1978* or the *Land Act 1958* issued either by the relevant Minister, DELWP, Committee of Management, Parks Victoria, or granted under specific legislation

Local Port of Phillip

-
- | | | |
|---|-------------------------------|----------------------------|
| • Blairgowrie Yacht Squadron | • Mornington Yacht Club | • Royal Geelong Yacht Club |
| • Lagoon Boat Club | • St Kilda Marina | |
| • Royal Melbourne Yacht Squadron (clubhouse & part slipway) | • Rosebud Motor Boat Squadron | • Seabrae Boat Club |
| • Beaumaris Motor Yacht Squadron | | |
| • Martha Cove | • Queenscliff Harbour Pty Ltd | • Wyndham Harbour |
| • Queenscliff Lonsdale Yacht Club | • Hampton Sailing Club | |
-

Local Port of Western Port

-
- | | | |
|--------------------------------|-------------------------------------|---------------------------|
| • Flinders Mooring Association | • Hastings Mooring Association | • Western Beach Boat Club |
| • Western Port Marina | • Western Port Boat Harbour Pty Ltd | • Newhaven Marina |
| • Hayman Pacific Pty Ltd | | |
-

Local Port of Port Campbell

No agreements

Appendix 5. Target audiences and communication methods

Local Ports Target Audience/Tools		Notice to Mariners	Printed brochures	Government Gazettes	Website (PV)	Info Centre (PV)	Letters & Emails	Meetings & briefings	Site inductions	LTO Updates	Media Release	Ministerial Launch	Trade Boat Shows	Boat Guides	Emergency Management plans	Aids to Navigation	Signs: Temporary	Signs: permanent	Social Media	Formal agreements
PV	Parks Victoria contractors	●	●		●	●			●						●	●	●	●		
State Government	Ministers for Environment & Transport							●			●	●								●
	Local MPs						●	●			●									
	DEDJTR	●		●			●	●			●	●								●
	DELWP	●	●	●			●	●			●	●								●
	Coastal Board (s)							●												
	Maritime Safety Victoria	●	●	●	●		●	●			●	●				●		●		●
	Water Police	●	●	●			●	●					●		●	●		●		
	Fisheries Victoria		●				●	●					●			●				
	Melbourne Water							●												
	Tourism Victoria						●	●												
	Tourism Alliance Victoria						●	●												
	Port of Melbourne Corporation	●		●			●	●			●				●	●		●		
	Victoria Regional Channels Authority	●		●			●	●			●				●	●		●		
	Emergency response control agencies							●	●						●			●		

Local Ports Target Audience/Tools		● Issue based /reactive	● Scheduled / proactive	Notice to Mariners	Printed brochures	Government Gazettes	Website (PV)	Info Centre (PV)	Letters & Emails	Meetings & briefings	Site inductions	LTO Updates	Media Release	Ministerial Launch	Trade Boat Shows	Boat Guides	Emergency Management plans	Aids to Navigation	Signs: Temporary	Signs: permanent	Social Media	Formal agreements
Adjacent land managers	Corangamite Council	●															●	●		●		
	Port Phillip and Western Port LGA's	●			●				●	●				●		●	●	●	●	●		
	Association of Bayside Municipalities				●				●	●												
	Foreshore Committees of Management			●		●				●						●		●	●	●		
Recreational Enthusiasts	Yachts, PWCs, Motor Boats & assoc. clubs	●	●	●	●	●	●	●	●	●	●		●		●	●		●	●	●	●	●
	Kite boarders, paddlers, kayaks, wake boarders & associated clubs	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
	Swimmers	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
	Beach and pier visitors	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
	Fishers/anglers	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
	Divers and snorkelers	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
	Local residents	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
Commercial	Harbour developers				●					●	●							●				●
	Tenants	●											●					●	●	●	●	●
	Mooring and berth holders	●	●	●	●	●	●	●	●	●			●		●	●		●	●	●	●	●
	Event managers	●	●	●	●	●	●	●	●	●			●		●	●	●	●	●	●	●	●
	Commercial maritime contractors	●	●	●	●					●	●		●		●	●		●	●	●	●	●
	Commercial boat operators	●	●	●	●	●	●	●	●	●	●	●	●		●	●		●	●	●	●	●
	Licensed Tour Operators	●	●	●	●	●	●	●	●	●	●	●	●		●	●		●	●	●	●	●
Marine/maritime outlets	●	●	●	●				●	●	●			●		●	●		●	●	●	●	

Local Ports Target Audience/Tools																				
		● Issue based /reactive																		
● Scheduled / proactive		Notice to Mariners	Printed brochures	Government Gazettes	Website (PV)	Info Centre (PV)	Letters & Emails	Meetings & briefings	Site inductions	LTO Updates	Media Release	Ministerial Launch	Trade Boat Shows	Boat Guides	Emergency Management plans	Aids to Navigation	Signs: Temporary	Signs: permanent	Social Media	Formal agreements
Peak Bodies	Power boating	●	●	●	●		●	●			●					●				
	Diving	●	●	●	●		●	●			●					●				
	Kiteboarding and windsurfing	●	●	●	●		●	●			●					●				
	Kayaking and stand-up paddle	●	●	●	●		●	●			●					●				
	Marine, wildlife and foreshore conservation	●	●	●	●		●	●			●					●				
	Boating industry	●	●	●	●		●	●			●		●			●				
	Lifesaving	●	●	●	●		●	●			●			●		●	●			●
	Yachting	●	●	●	●		●	●			●			●		●				
	Fishing/angling	●	●	●	●		●	●			●					●				
	Commercial Fishers	●	●	●	●		●	●			●					●				
	Vessel based volunteer marine rescue groups	●	●					●			●					●				

Communications with specific groups and lead agencies in the above table are managed using Parks Victoria’s stakeholder database which is routinely updated. Groups and agencies are advised to communicate any updates to info@parks.vic.gov.au



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