



# Gippsland Ports Strategic Plan 2020-2022

March 2020



## Contents

1. Executive Summary .....	1
2. Introduction.....	2
2.1 About Gippsland Ports .....	2
2.2 Business Summary.....	3
2.3 Governance Structure .....	4
3. Strategic Context .....	5
3.1 Legislative and Policy Context.....	5
3.2 Regional Context .....	5
3.3 Operating Context.....	6
3.4 Strengths, Constraints and Opportunities .....	7
4. Strategic Direction .....	8
4.1 Structure of Gippsland Ports Strategic Plan .....	8
4.2 Vision, Mission and Goals.....	9
5. Goals, Objectives, Benefits, Strategies and Measures of Success.....	10
5.1 Customer Service .....	10
5.2 Port Planning and Development .....	12
5.3 Port Access .....	14
5.4 Health, Safety and Environmental Sustainability.....	15
5.5 Organisational Success .....	18
5.6 Commercial Opportunities .....	21

# 1. Executive Summary

Gippsland Ports Committee of Management Inc. (Gippsland Ports) is the management entity for local ports and waterways in the iconic coastal areas of Gippsland.

It has responsibilities delegated from the Victorian Government for the management of five local ports and two waterways that incorporate approximately 1,430 sq. km. of some of the largest and most beautiful waterways in Australia.

Gippsland Ports' designated waters stretch over 720 kms from Anderson Inlet to Mallacoota on the south-eastern coastline of Victoria, and include the Ports of Mallacoota Inlet, Snowy River (Marlo), Gippsland Lakes, Corner Inlet and Port Albert, Anderson Inlet (Inverloch) and two waterways, Lake Tyers and Shallow Inlet.

It has responsibilities to maintain the safe, effective and efficient operation of waterways, maritime assets and services that are critical to the Gippsland economy – tourism, maritime industry, commercial fishing and recreational boating.

Gippsland Ports has diverse responsibilities derived from State and Commonwealth legislation, its management agreement with Transport for Victoria, and the expectations of its customers and all waterway users in Gippsland to provide safe, efficient, sustainable maritime infrastructure and services.

Gippsland's local ports and waterways play a critical role in the quality of life of local communities and supporting industries of importance to the regional economy.

The Gippsland Ports Strategic Plan 2020-22 establishes the strategic priorities and objectives of Gippsland Ports for the next three years.

The plan reflects the Board's assessment of key issues, emerging needs and strategies required to strengthen the organisation's position for the future.

Gippsland Ports will continue to meet its statutory and operational service delivery requirements through effective governance, risk management and people management – all of which are embedded in the organisation's policies and processes.

The Plan focuses on activities that can enable Gippsland Ports to provide for:

- more effective customer service;
- Port and waterway planning, development and services;
- port access;
- health, safety and environmental sustainability;
- organisational success; and
- partnerships and commercial opportunities.

## 2. Introduction

### 2.1 About Gippsland Ports

Gippsland Ports Committee of Management Inc (Gippsland Ports) is the manager of five local ports and two waterways in Gippsland and is responsible for the effective management and development of local ports and the safe use of waterways throughout the Gippsland region.

Gippsland Ports has responsibilities for the planning and management of ports and waterways, including:

- Port and waterway management
  - Port and related infrastructure planning and development
  - Assessment, installation and maintenance of navigation aids
  - Provision, allocation and management of berths and moorings
  - Port operations, regulation and compliance
  - Boating safety and information
  - Port / waterway related economic development
  - Governance and business management
- Port safety and environmental management
  - Incident management and emergency response
  - Marine pollution response
  - Maritime security
- Port access
  - Hydrographic surveying
  - Dredging, sand management and channel maintenance
- Slipway and boatyard management and operation
  - Vessel lifting and slipway services
  - Vessel maintenance and repair



Above: TSHD *Tommy Norton* at Lakes Entrance

## 2.2 Business Summary

The key characteristics of Gippsland Ports include:

Area:

- Approximately 1,400 square kilometres of waterways

Financial:

- Turnover of \$13.7M consisting:
  - Government grants \$8.1m
  - User fees and charges \$5.6m

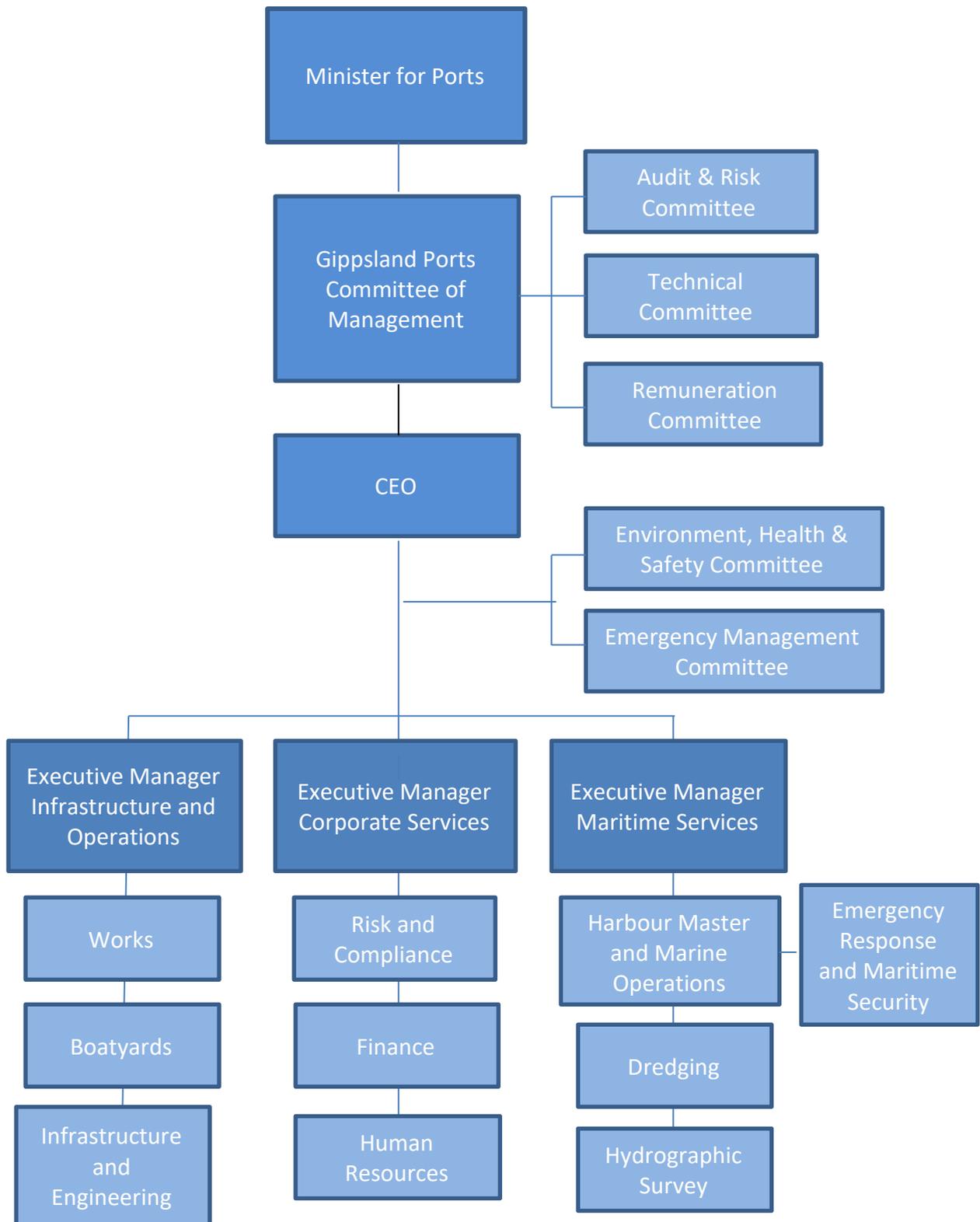
People:

- 61.9FTE; 63 actual employees
- 4 operating sites (Bairnsdale, Lakes Entrance, Paynesville, Port Welshpool)

Assets:

- Replacement value of assets \$177m+ including:
  - Trailer Suction Hopper Dredge \$20m
  - Other dredging equipment \$9m
  - Wharves and jetties \$77m
  - Navigation aids \$6m
  - Foreshore structures \$32m
- 104 wharves and jetties
- 870 navigation aids
- 900+ berths and moorings
- 2 commercial boat yards (Paynesville and Lakes Entrance)
- 4 slipways (Paynesville, Port Welshpool, Port Franklin, Mallacoota)
- 1 x Trailing Suction Hopper Dredge & 1 x Cutter Suction dredge
- 30 vessels / floating plant
- 2 on-water refuelling facilities
- 5 vessel sewage pump-out / hopper facilities (including 1 floating barge)

## 2.3 Governance Structure



Gippsland Ports reports through Freight Victoria to the Minister for Ports, but also has relationships with the Minister for Environment and Climate Change and the Minister for Boating and Fishing.

## 3. Strategic Context

### 3.1 Legislative and Policy Context

Gippsland Ports exercises a public function consistent with its role defined under relevant legislation as a Crown Land Reserves Manager, declared Local Port Manager and declared Waterway Manager, under the governance of a Committee of Management appointed by the Minister for Ports.

Gippsland Ports is responsible for the effective management and development of local ports under statutory arrangements including the following key legislation, agreements and notices:

- Port Management Act 1995
- Marine Safety Act 2010
- Crown Land (Reserves) Act 1978
- Transport Integration Act 2010
- Maritime Transport and Offshore Facilities Security Act 2003
- A formal Management Agreement between the Department of Transport and the Gippsland Ports Committee of Management Incorporated
- A Direction Notice under the Marine (Drug, Alcohol and Pollution Control) Act 1988 (Direction to participate in the Marine Pollution Contingency Plan)
- Domestic Commercial Vessel National Law

Gippsland Ports operations are also subject to many other legislative requirements including those of the Occupational Health and Safety Act 2004, and Environment Protection Act 1970.

The Gippsland Ports Strategic Plan 2020 – 2022 has been developed with reference to, and consideration of, the objectives of the Transport Integration Act 2010:

- Social and economic inclusion
- Economic prosperity
- Environmental sustainability
- Integration of transport and land use
- Efficiency, coordination and reliability
- Safety and health and wellbeing

In this context, the Strategic Plan aims to provide a clear statement of intent for the Board and management to deliver on these objectives, while meeting statutory obligations, management agreement responsibilities and recognising the expectations of its many stakeholders.

### 3.2 Regional Context

Gippsland's local ports and waterways play an important part in the economy, amenity and lifestyle attraction of the region. They support regional business and economic activity, provide an attraction for residents and visitors and support regional environmental values.

Gippsland Ports delivers functions that are important to the region by providing a range of maritime infrastructure and services that enhance the use of ports and waterways to support

commercial and recreational fishing, recreational boating, tourism and community activity.

The continued development and delivery of maritime services will play an important role in supporting the growth of the region and its economic prosperity, facilitating community well-being, and supporting environmental values.

Gippsland Ports recognises its corporate social responsibility in the delivery of functions that can directly affect the health, safety and well-being of the community and the environmental qualities of waterways. Gippsland Ports will seek to ensure that its activities contribute positively to community health, safety and wellbeing and the protection and improvement of environmental values of the region.

### 3.3 Operating Context

As part of implementing the Strategic Plan, Gippsland Ports must fulfil operational requirements and actively manage organisational risks in relation to financial and asset management, workplace health and safety, climate change, customer demand and organisational reputation.

The operating environment is characterised by:

- A large and diverse region with iconic natural attractions and built infrastructure that supports tourism and recreational boating, commercial fishing and commercial shipping activities.
- Growth in commercial port activity at the Port of Corner Inlet and Port Albert and Port of Gippsland Lakes arising from actual and projected activity.
- Sensitive environmental areas including Ramsar listed wetlands and other waterways adjacent to parks and reserves.
- Demand for berths which exceeds supply.
- Competing needs and values of waterway users and agencies.
- Statutory requirements and community expectations for protection of environmental values.
- Management and governance arrangements for the coast and waterways across the region that are controlled by various state and local government agencies leading to confusion, duplication and potentially conflicting objectives.
- A requirement for ongoing operational and working capital for Gippsland Ports to ensure assets and services are maintained.
- The need to ensure Gippsland Ports maintains a workforce that is responsive, flexible and efficient.
- The need for continuous assessment, management and mitigation of risks.

### 3.4 Strengths, Constraints and Opportunities

Gippsland Ports has identified the key strengths of the organisation, the constraints that exist, and the opportunities for the future. The opportunities have been linked to Objectives and Strategies in Section 5.

<b>Strengths</b>
<ol style="list-style-type: none"> <li>1. Knowledge, skills and experience in:               <ul style="list-style-type: none"> <li>- Port and waterway management</li> <li>- Marine infrastructure planning and implementation</li> <li>- Project management and delivery</li> </ul> </li> <li>2. Specialised plant and equipment (e.g. dredging)</li> <li>3. Flexibility to respond to a dynamic operational environment</li> <li>4. Provider of quality information in different formats for port and waterway users</li> <li>5. A comprehensive asset management framework and plan</li> <li>6. Proactive engagement with local and State government agencies</li> <li>7. Understanding of customer needs</li> <li>8. Highly regarded by Government as an efficient and effective port manager</li> <li>9. Boat yards, slipping capability and capacity</li> <li>10. Environmentally responsible in our operations</li> </ol>
<b>Constraints</b>
<ol style="list-style-type: none"> <li>1. Legislative framework that restricts growth of the business and delivery of services outside of port waters</li> <li>2. Limited financial capacity for investment in asset renewal and maintenance</li> <li>3. A competitive funding environment</li> <li>4. Distance and diversity of topography of the Gippsland region</li> <li>5. Age and condition of assets</li> <li>6. Potential loss of workforce skills, knowledge and experience</li> <li>7. Lack of a Victoria-wide Local Ports strategy to provide clear policy direction and investment priorities.</li> </ol>
<b>Opportunities</b>
<ol style="list-style-type: none"> <li>1. Commercial partnerships to deliver organisational and regional goals.</li> <li>2. More active participation in regional development to create economic benefits.</li> <li>3. Influencing legislative reform to streamline services and facilitate business opportunities.</li> <li>4. More collaboration with other port authorities and coastal agencies to deliver improved infrastructure and services.</li> <li>5. Responding to increased demand for berths and maritime services to drive community/regional benefits and increased revenue.</li> <li>6. Continuous improvement and innovation in infrastructure management and services provision.</li> <li>7. Productivity gains through technological and system improvements.</li> <li>8. Improved environmental outcomes and cost savings using environmental initiatives (e.g. water re-use, reduced waste).</li> <li>9. Expansion of boatyard capability and capacity to attract more business.</li> <li>10. Private and public investment to create more attractive/functional facilities.</li> <li>11. A best practice health and safety culture.</li> </ol>

## 4. Strategic Direction

### 4.1 Structure of Gippsland Ports Strategic Plan



## 4.2 Vision, Mission and Goals

### Our Vision

Gippsland Ports contributes to a more prosperous, connected and liveable Gippsland region.

### Our Mission

Through the provision of safe, economically and environmentally sustainable ports and waterways we will:

- deliver high quality infrastructure and innovative services to users of Gippsland's local ports and waterways;
- develop our specialist capabilities
- create productive partnerships;
- pursue commercial opportunities that support regional growth.

### Our Goals

#### Customer Service

*Gippsland Ports will provide infrastructure and services that balance the needs and expectations of our customers.*

#### Port Planning & Development

*Gippsland Ports will plan and develop maritime-related activities with other stakeholders.*

#### Port Access

*Gippsland Ports will provide port and waterway access, having regard to safety and navigability.*

#### Health, Safety & Environmental Sustainability

*Gippsland Ports operations will be underpinned by a culture of health, safety and environmental responsibility.*

#### Organisational Success

*Gippsland Ports will be a diverse, flexible, innovative and financially sustainable organisation.*

#### Commercial Opportunities

*Gippsland Ports will pursue commercial opportunities that contribute to regional development and promote financial sustainability of the organisation.*

## 5. Goals, Objectives, Benefits, Strategies and Measures of Success

### 5.1 Customer Service

**Goal 1: Gippsland Ports will provide infrastructure and services that balance the needs and expectations of our customers.**

The Customer Service goal focuses on ensuring Gippsland Ports considers the changing expectations of our customers. In considering those expectations, Gippsland Ports will be better able to justify and plan for the renewal of port infrastructure, maximising the use of existing assets, to provide ongoing benefits to waterway users.

#### Benefits:

- Satisfied customers who in turn contribute to increased revenue and usage of facilities.
- Enhanced safety and enjoyable use of waterways due to access to reliable, relevant and current information.
- Critical assets are available, safe and cost-effective for customers.

CUSTOMER SERVICE		
Objectives	Strategies	Measures of Success
1.1 Understand and appropriately respond to the needs and expectations of customers	1.1.1 Assess customer needs and expectations by: <ul style="list-style-type: none"> <li>• Undertaking customer surveys</li> <li>• Responding to customer feedback</li> </ul>	Overall customer satisfaction - Target 95% Feedback items initial response within 48hrs – Target 95% Feedback items resolved within 30 days – Target 95%
1.2 Provide fit for purpose assets	1.2.1 Increase berth availability in the Gippsland Lakes  1.2.2 Maintain and review the need for, and condition of infrastructure and assets	Berth waiting list reduced – Target 50 applicants Berth waiting times reduced – Target 12 months  Complete 15 year asset plans by April 2020 Funding requests successful – Target 75%

<b>CUSTOMER SERVICE</b>		
<b>Objectives</b>	<b>Strategies</b>	<b>Measures of Success</b>
1.3 Provide information to port and waterways users	<p>having regard to customer needs and expectations</p> <p>1.3.1 Continuously improve waterway user information</p>	<p>Publicly available port &amp; waterway information is up to date –</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>• bi-annual review of generic information</li> <li>• regulatory information updated or issued within statutory timeframes</li> <li>• increased customer uptake of online information</li> </ul> <p>Customer satisfaction with services provided – Target 80%</p>
1.4 Pursue innovation in the delivery of services to customers	<p>1.4.1 Use innovation and technology to enhance existing services to provide customer benefits</p>	<p>Achieve a success rate of 75% for boatyard quotes submitted to prospective customers</p> <p>Increased boatyard revenue – Target 3% per annum</p>

## 5.2 Port Planning and Development

### **Goal 2: Gippsland Ports will plan and develop maritime-related activities with other stakeholders.**

The Port Planning and Development Goal focuses on building relationships with key stakeholders and potential users of the ports and waterways to ensure that development needs are identified, investigated, assessed and addressed where possible. Early identification of potential opportunities for planning and integration will assist future strategic investment decisions that may deliver added regional benefits.

#### **Benefits:**

- Gippsland Ports is positioned to advocate for and implement port development.
- Agencies work together for effective port planning and development.

<b>PORT PLANNING AND DEVELOPMENT</b>		
<b>Objectives</b>	<b>Strategies</b>	<b>Measures of Success</b>
2.1 Establish and maintain, relationships and agreements for integrated ports and waterways planning.	2.1.1 Develop an agreed framework for port/waterway plans with Local and State Government	Agreement across agencies to the framework by 2022
	2.1.2 Establish relationships/partnerships for development of plans and projects with Local and State Government	Gippsland Ports is consulted on all relevant plans such as the Victorian Ports Strategy review
2.2 Develop and influence plans related to port and waterway development.	2.2.1 Become engaged in the development of the Victorian Ports Strategy	Gippsland Ports is directly involved in development of the Victorian Ports Strategy
	2.2.2 Develop a Ports Master Plan for Gippsland <ul style="list-style-type: none"> <li>• Prepare and agree on the scope for a Ports Master Plan</li> </ul>	Scope and Plan development timeline agreed

PORT PLANNING AND DEVELOPMENT		
Objectives	Strategies	Measures of Success
	<ul style="list-style-type: none"> <li>Allocate resources and complete Plan</li> </ul> <p>2.2.3 Develop an Integrated Waterway Management Framework together with Local and State Government partners</p>	<p>Ports Master Plan completed and adopted</p> <p>Agreement achieved on development of an IWMF</p>

### 5.3 Port Access

**Goal 3: Gippsland Ports will provide port and waterway access, having regard to safety and navigability.**

The Port Access Goal focuses on safety for port and waterway access and navigability. The Goal relates to changing needs, competing demands and provision of timely and accurate information to waterway users and other stakeholders.

**Benefits:**

- Increased liveability and prosperity in the Gippsland region.
- User needs and safety requirements for port access are satisfied.

PORT ACCESS		
Objective	Strategies	Measures of Success
3.1 Facilitate port and waterway access	3.1.1 Undertake a review of changing needs of commercial shipping and recreational boating 3.1.2 Undertake dredging to maintain ocean access at Lakes Entrance and manage navigability with boating zones, navigation aids and dredging where appropriate 3.1.3 Mitigate the risk of port access incidents: <ul style="list-style-type: none"> <li>• Timely provision of Notices to Mariners (NTM)</li> <li>• Provide information to enable navigability</li> <li>• Risk assess and maintain channels and AtoNs</li> <li>• Risk assessment for all new vessel access requests</li> </ul>	Review completed and outcomes considered in future waterway planning.  Navigability is managed in accordance with GLOA agreement and KPIs are met  NTMs completed within 24hrs of risk being identified Online information is current  Lit Navigation Aids compliance targets met  100% of new vessel access requests are risk assessed in accordance with Harbour Master Direction

## 5.4 Health, Safety and Environmental Sustainability

### **Goal 4: Gippsland Ports operations will be underpinned by a culture of health, safety and environmental responsibility.**

The Health, Safety and Environmental Sustainability Goal focuses on Gippsland Ports improving the health and safety of all employees, contractors, visitors and waterway users. The Goal also signals that Gippsland Ports will ensure that climate change is a key strategic consideration within its operations and aim to avoid any negative environmental impact from its operations, improve environmental performance and assist in reducing any impacts from waterway users.

#### **Benefits:**

- Reduction in workplace incidents.
- A happy workplace where people thrive.
- Infrastructure and waterways are safe to access and use.
- Gippsland Ports is a responsible steward of the environment.
- Climate change mitigation and adaptation are treated as an integral part of Gippsland Ports' business.

<b>SAFETY AND ENVIRONMENTAL SUSTAINABILITY</b>		
<b>Objectives</b>	<b>Strategies</b>	<b>Measures of Success</b>
4.1 Provide a safe working environment	4.1.1 Embed a 'Safety First' and 'Healthy Workplace' culture across the organization	Total Recordable Incident Frequency Rate (TRIFR) three-year average is reduced year on year. Incident Hazard Reports (IHRs) are closed out within one month.
	4.1.2 Undertake safety leadership training for all staff	Safety Leadership training for all staff is completed. Target – triennially)
	4.1.3 Undertake hazard specific workplace safety audits	Workplace safety audits are completed. Target - at least one every quarter. The Ports & Waterways Activity Risk Register, including controls, is re-assessed. Target – all activities assessed annually

**SAFETY AND ENVIRONMENTAL SUSTAINABILITY**

Objectives	Strategies	Measures of Success
4.2 Facilitate, promote and assist with maintaining the health and wellbeing of all employees	4.2.1 Deliver staff wellbeing plan and ensure staff have access to workplace health services	Staff well-being plan in place and reviewed annually
4.3 Maintain the safety of waterway users	4.3.1 Manage activities within ports and waterways to improve safety outcomes  4.3.2 Provide information and education to port and waterway users to improve safety	Reduced number and consequences of incidents  Education materials and campaigns are delivered to port and waterway users. (Target – annual updates provided.)
4.4 Minimise our impact on the environment	4.4.1 Identify and risk assess activities likely to impact the environmental and ecological character of waterways  4.4.2 Identify and implement environmental risk controls	Site environment management plans are established. Target – all plans established by 2021
4.5 Plan for, mitigate and respond to the impacts of climate change	4.5.1 Implement innovative energy and waste management regimes	Energy and waste reductions achieved  Targets in place for key operational activities  Climate Change policy is reviewed and adopted. Target - by Dec 2021

**SAFETY AND ENVIRONMENTAL SUSTAINABILITY**

Objectives	Strategies	Measures of Success
	<p>4.5.2 Assess Gippsland Ports carbon footprint and set targets to align with State government policy</p> <p>4.5.3 Develop and implement policies and actions that plan for the potential impacts of climate change.</p> <p>4.5.4 Resource and complete high-level coastal hazard vulnerability assessments across balance of ports and waterways</p> <p>4.5.5 Embed outcomes of above assessments in asset planning and development processes</p>	<p>High-level coastal hazard vulnerability assessments are completed and embedded in Asset Plans reviews. Target – all assessments are completed and embedded by Dec 2022</p>

## 5.5 Organisational Success

### **Goal 5: Gippsland Ports will be a diverse, flexible, innovative and financially sustainable organisation.**

The Organisational Success Goal focuses on Gippsland Ports developing its workforce and financial sustainability to meet the challenging and ever-changing requirements of managing the State's assets and waterways, including the associated emerging risks.

#### **Benefits:**

- The Strategic Plan is successfully implemented.
- The organisation's people, customers and stakeholders are actively engaged.
- A reduced likelihood and level of consequences of events affecting employees, assets and the community.
- Gippsland Ports is able to meet its statutory requirements.
- Gippsland Ports is financially sustainable and able to improve its services.

<b>ORGANISATIONAL SUCCESS</b>		
<b>Objective</b>	<b>Strategies</b>	<b>Measures of Success</b>
5.1 Build organisational capability	5.1.1 Strengthen and enhance internal and external engagement and communications	Customer and staff satisfaction with engagement and communications. Target – 90%
	5.1.2 Review, resource and implement stakeholder engagement plan	Revised stakeholder engagement plan adopted by September 2020
5.2 Increase capacity to deliver services	5.2.1 Identify and address expertise (skills, knowledge and experience) gaps and opportunities. <ul style="list-style-type: none"> <li>• Undertake organisation-wide skills audit and gap analysis</li> <li>• Develop and agree training program to expand skills base and organizational</li> </ul>	Skills audit completed and reported to Board by September 2020 Training program developed and ready for implementation by March 2021

ORGANISATIONAL SUCCESS		
Objective	Strategies	Measures of Success
5.3 Ensure a positive culture to implement this Strategic Plan	<p>flexibility including potential staff recruitment to focus on gaps</p> <ul style="list-style-type: none"> <li>• Incorporate training and development into personal development plans</li> </ul> <p>5.2.2 Develop a more diverse and flexible workforce with new capabilities to grow the business</p>	<p>Succession plan updated and to Board by September 2020</p> <p>Personal development plans in place and reviewed annually</p> <p>Staff perceptions/satisfaction with workplace diversity</p>
5.4 Implement an integrated risk management approach in accordance with the Risk and Compliance Policy	<p>5.3.1 Build a strong organisational culture of innovation and use of technology</p> <p>5.4.1 Manage the impact of emerging organisational risks by:</p> <ul style="list-style-type: none"> <li>• Ensuring emerging risks are identified and included in corporate risk register</li> <li>• Identifying risk mitigation measure for emerging risks</li> </ul>	<p>Opportunities provided to staff to implement innovations</p> <p>Strategic and operational risks identified with associated risk appetite and tolerances at least annually</p> <p>Corporate Risk Register reviewed and updated quarterly</p>
5.5 Provide sound financial management, financial growth and value for money	<p>5.5.1 Review organisational operating systems and technology to identify efficiency improvements and innovations</p> <p>5.5.2 Develop a plan for continuous improvement to operating systems</p>	<p>Map critical processes for consistency and compliance</p> <p>Systems documentation and review undertaken, and improvements implemented</p> <p>Adoption of new technology</p> <p>Plan developed and adopted</p>

ORGANISATIONAL SUCCESS		
Objective	Strategies	Measures of Success
	<p>5.5.3 Develop a long-term business case for sustainable funding</p> <p>5.5.5 Advocate to Government to provide Gippsland Ports with ability to carry out commercial work outside port waters</p> <p>5.5.6 Promote the opportunities that Gippsland Ports offers with other agencies</p> <p>5.5.7 Review opportunities and business case to develop additional jetties for permitted berthing</p> <p>5.5.8 Develop a Boat Yards Business Plan</p>	<p>Business case submitted to government by September 2021</p> <p>Government approval to work outside port waters</p> <p>Gippsland Ports recognised by other agencies as preferred supplier for maritime services and infrastructure</p> <p>Preparation of a robust business case for jetty expansion</p> <p>Business Plan developed by December 2020</p>

## 5.6 Commercial Opportunities

**Goal 6: Gippsland Ports will pursue commercial opportunities that contribute to regional development and financial sustainability of the organisation.**

The Partnerships and Commercial Opportunities Goal recognises that Gippsland Ports must continually be monitoring and identify commercial opportunities, particularly from its areas of expertise. The Goal also recognises that Gippsland Ports has an important role to play in the overall regional development activities related to port and waterway use.

### Benefits:

- Increased investment and employment in the region
- Gippsland Ports diversifies its income sources and reduces the risk associated with a constrained funding environment.

COMMERCIAL OPPORTUNITIES		
Objective	Strategies	Measures of Success
6.1 Increase commercial opportunities for Gippsland Ports	6.1.1 Identify, evaluate and participate in commercial opportunities	Commercial opportunities identified
	6.1.2 Develop projects and strategic partnerships that contribute to regional development	Projects and partnerships developed
	6.1.3 Establish and implement a business development strategy which fosters future growth	Completion of business strategy New business generated to increase revenue
	6.1.4 Advocate for legislative and Management Agreement changes to enable growth in commercial activity	Changes agreed by Government