



Gippsland Ports

STRATEGIC PLAN 2023 –28

Contents

We acknowledge the Gunaikurnai and Bunurong people, and all Traditional Owners of Country and their connections to land, sea, and community where Gippsland Ports operates. We pay our respect to Elders past and present and extend that respect to all Aboriginal peoples.

Cover photo: Kalimna Jetty, Lakes Entrance

Written with support from aerium.com.au

Graphic design by ethicaldesign.co

Photography: various and as acknowledged

Published May 2023

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Message from Chair

Robin Buckham

I am proud to commend to you Gippsland Ports' Strategic Plan 2023–2028.

This Plan has been developed after extensive consultation with external stakeholders including key customers, partners and Government, and with our staff.

We have embraced a ten year Vision for our organisation and this Plan sets out our priorities as we embark on our journey over the next five years.

Following changes to the Port Management Act 1995, there are now opportunities for Gippsland Ports to extend its brief and fully utilise our considerable skills and assets. This Plan sets out a way forward for this process.

I am particularly pleased that we have included our values in this Plan: they are unique to Gippsland Ports and underpin our ways of working with each other, and with all our stakeholders.

Our vision says it all: we will lead the way in sustainable local port and waterway management, helping to navigate a prosperous future for our region.

The Gippsland Ports Committee of Management looks forward to you joining us on this exciting journey.

Chair–Gippsland Ports Committee of Management



Message from CEO

Chris Waites

Along with the Board of Gippsland Ports Committee of Management, I am excited to launch our new Strategic Plan, which outlines the path forward for our organisation in the coming years.

This Plan is the result of extensive collaboration and input from internal and external stakeholders, and it reflects our shared vision for the future.

Our success has always been, and always will be, underpinned by our highly-skilled and dedicated workforce. A key priority will be to provide the support, training, and resources they need to perform at their best and to drive future success.

As CEO, I am committed to ensuring that this Plan is implemented effectively and that it remains a living document that guides Gippsland Ports actions and decisions. Together with our stakeholders, we can achieve great things and make a positive impact in our community.

Chief Executive Officer–Gippsland Ports

Introduction

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

It has responsibilities delegated from the Victorian Government for the management of five local ports and four waterways that incorporate approximately 1,400 sq km of some of the largest and most beautiful waterways in Australia.

Gippsland Ports' local ports and waterways stretch over 720 kms of coastline from Anderson Inlet to Mallacoota on the south-eastern coastline of Victoria. They include the Local Ports of Mallacoota Inlet, Snowy River (Marlo), Gippsland Lakes, Corner Inlet and Port Albert, Anderson Inlet (Inverloch) and four waterways, Lake Tyers, Shallow Inlet, Sydenham Inlet and Tamboon Inlet. Our coastal assets are much loved and form part of our community's identity, supporting the recreational pursuits and the physical and mental wellbeing of all local community members.

Gippsland Ports has diverse responsibilities derived from State and Commonwealth legislation, its Operational Services Agreement with Department of Transport and Planning, and the expectations of its growing customer base to maintain the safe, effective and efficient operation of waterways, \$180m of coastal and maritime assets and services. These assets and services are critical to the Gippsland economy and jobs growth, tourism and recreation, the maritime industry, commercial fishing, emergency response, and community and cultural value.

The Gippsland Ports Strategic Plan 2023–28 establishes the strategic directions and high-level actions of Gippsland Ports for the next five years during which significant growth in demand is anticipated.

Having carefully considered broad stakeholder feedback, the Plan reflects the Board's assessment of key challenges and opportunities, emerging needs, and strategies required to strengthen the organisation's position for the future.

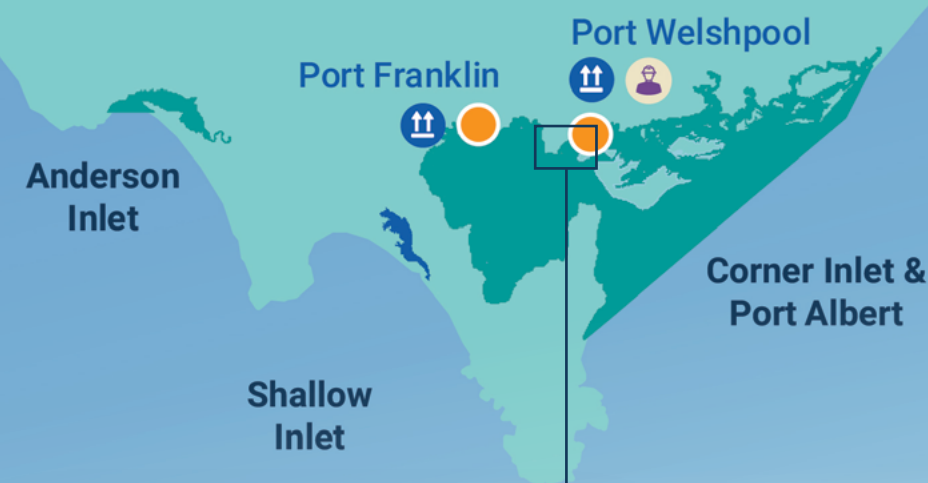
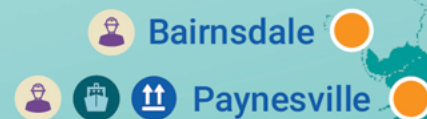
Photo: Lakes Entrance training walls, courtesy of Daniel James



Our Ports and Waterways

Gippsland Ports is responsible for local ports and waterways in Gippsland, from Anderson Inlet to Mallacoota, including supporting assets and infrastructure.

Gippsland Lakes



TOTAL AREA COVERED

45% of state*

1400 sq km, 45% of Victorian Local Port waters.

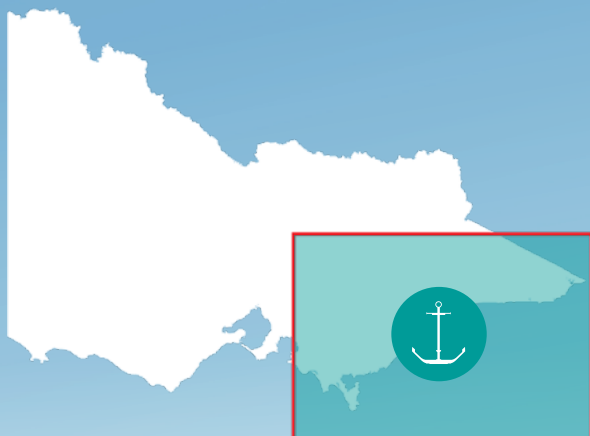


COASTAL KM COVERED

29% of state*

720km of coastline covered of 2,515 total km in Victoria.

* % of Victorian Local Ports



Waterways	Area (km ²)
Shallow Inlet	17
Lake Tyers	13
Sydenham Inlet	10
Tamboon Inlet	6

	Office	Boatyard	Haulout Facility
Port Franklin			⚓
Port Welshpool	👤		⚓
Bairnsdale	👤		
Paynesville	👤	🚢	⚓
Lakes Entrance	👤	🚢	⚓
Mallacoota			⚓

Local Ports	Area (km ²)
Port of Anderson Inlet	32
Port of Corner Inlet and Port Albert	841
Port of Gippsland Lakes	429
Port of Snowy River	8
Port of Mallacoota Inlet	31

Business Snapshot

Our Core Functions

Underpinned by sustainable infrastructure planning and effective governance, Gippsland Ports has responsibilities for the planning and management of ports and waterways, including:

Port and waterway management

Enabling safe passage and destinations through provision of navigation aids, waterway management and compliance, timely information to mariners, and quality jetties, wharves, berths and moorings. Our activities play a key role in promoting economic development through our ports and waterways.

Port safety and environmental management

Providing incident management and response to emergency and marine pollution events.

Port access

Providing port access by managing channels through hydrographic survey, supporting targeted dredging, sand management and channel maintenance.

Slipway and boatyard management and operation

Connecting land and sea through vessel lifting and slipways and providing vessel maintenance and repair services through our boatyards.

Assets & Customers

• 2

BOATYARDS

• 4

OPERATING
LOCATIONS

• ~600

'BOATYARD'
CUSTOMERS

• 4

SLIPWAYS

• 64

PEOPLE

• 2

REFUELING
FACILITIES

TOTAL MANAGED
ASSET VALUE
\$181M

• 850+

BERTHS &
MOORINGS

• 104

WHARVES
& JETTIES



62% of state*

TOMMY NORTON:

~\$20M

11% of total assets

• 33

VESSELS &
FLOATING
PLANT

• 900

NAVIGATION
AIDS



46% of state*

Our Mission



To provide safe passage and access for users of Gippsland's magnificent ports and waterways to live, work, play, and connect, now and for the future.

Photo: Lake King, Gippsland Lakes, courtesy of Daniel James

Our Values

Our values form our governing principles and fundamental beliefs that guide us in our moments of choice and promote consistent daily behaviours to help us achieve our mission and goals.



Healthy People, Healthy Environment

The safety and wellbeing of our people, our community, and our environment is our highest priority.



Community & Culture

We build community connections, embrace diversity, and proudly celebrate our regional culture.



Customer Focussed

We focus on providing our customers with great value and experiences.



Collaboration & Communication

We achieve more together by exchanging ideas, working in partnership, and openly communicating.



Can Do Attitude

We are resourceful, motivated, multi-skilled, and focus on getting things done.



Clever Thinking

We encourage ideas and embrace innovation to create positive outcomes and change.

Key Challenges & Opportunities

Sustainable Funding

Annual operating grants received as part of the Ports Operational Services Agreement and Gippsland Lakes Ocean Access (GLOA) Funding Agreement (the Agreements) have remained relatively unchanged for the last five years.

Greater reliance is being placed on self-generated revenue, which relies significantly on the upkeep and renewal of assets. A key ongoing challenge is that funding for asset maintenance, upgrade and renewal, remains constrained.

The introduction of the Sustainable Local Ports Framework (SLPF) and focus on Local Port Area Planning is a step in the right direction. Clear criteria for funding of assets through the SLPF will enable Gippsland Ports to best manage its assets, and continue to provide a high level of service to its stakeholders.

Revenue source FY21/22

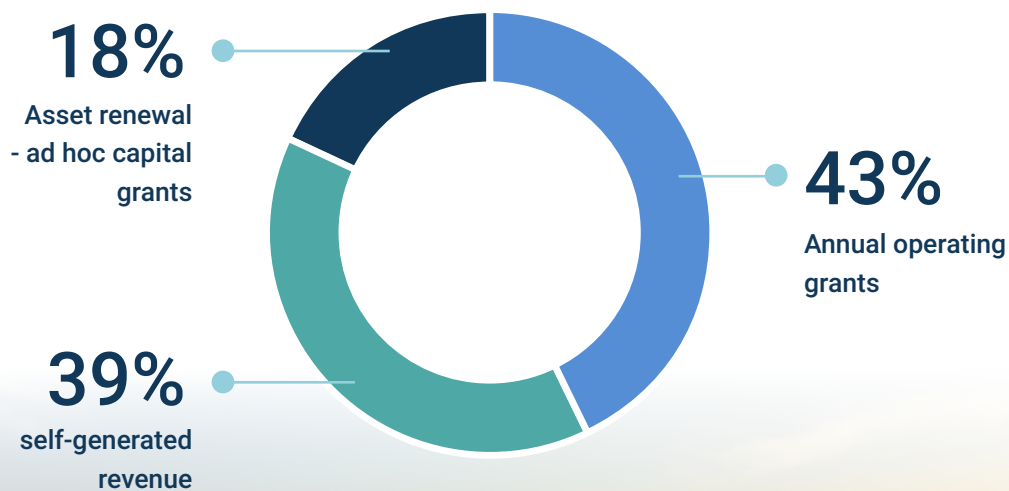


Photo: Paynesville, courtesy of Daniel James

Climate Change

Rising sea levels and increased storm intensity are increasing hazards such as inundation and erosion of natural and built environments.

Identifying and mitigating these risks will be an ongoing challenge and will play a significant part in asset management planning and practices.

Innovation and Commercialisation

Gippsland Ports must continue to identify and find innovative ways to create more value for existing customers, increase productivity, and capitalise on commercial opportunities. Tommy Norton (Trailing Suction Hopper Dredge), the boatyards, hydrographic services, and industry-leading jetty design are just some of the great examples of Gippsland Ports' ability to commercialise ideas, build capability, and create strong commercial outcomes. Introduction of digital technology is necessary to better enable the workforce and provide a rich data source for improved business insight and intelligence.

Opportunity exists for Gippsland Ports to become a leader in local ports planning, operations and asset management and to work in partnership with the State Government to develop intellectual property that will benefit the entire state.

Increasing Demand

The demand for Gippsland Ports' services and assets will continue to increase with expected growth in tourism and recreation, vessel berths (including increasing vessel size) alongside continued support of Gippsland's valuable commercial fishing industry. The potential for billions of dollars of investment in offshore windfarms off Gippsland's coast and other emerging energy sectors, combined with progressive decommissioning of oil & gas assets, will place particular demand on Corner Inlet. Understanding this demand, the role Gippsland Ports will play, and the benefits of its services is key to capitalising on this opportunity.

Inclusion, Diversity and Workforce Planning

Gippsland Ports has evolved a highly effective, stable, and traditional workforce over its decades of focused operation in Gippsland. The organisation has established training and succession programs to maintain capability amidst generational transition. The evolution must continue - to create new traditions of diversity, inclusivity and community connectedness that represent and embrace the Traditional Owner and community values of the Gippsland region.

Gippsland Ports has a great opportunity to grow and nurture the diverse and inclusive workforce of the future.

Our Vision

Towards 2033

To lead the way in sustainable local port and waterway management, helping to navigate a prosperous future for our region.



Our Strategic Directions

5 Year Focus

Our Strategic Directions are our forward focussed, longer term, priority goals and actions required to meet our key challenges and opportunities, create positive change, and secure our future. They cover a five-year horizon and set the direction towards our ten-year vision.

1

Better Planning & Sustainable Funding

A confident future that is well-planned, collaboratively formed, and sustainably funded.

2

Enduring Assets

Realising the full value and function of the assets under our control to underpin safe, efficient, and sustainable services at lowest lifecycle cost.

3

Fostering Innovation & Commercialisation

Creating, developing, and capitalising on ideas to improve the way we work, deliver more customer value, increase productivity, and improve our financial performance.

4

Enabling & Developing our People

Providing our people with the tools, systems, and support needed to work efficiently, communicate most effectively, and create more customer value.

5

Connection to Country & Community

Celebrating and protecting our indigenous culture, connecting our community, and positively contributing to the liveability and wellbeing of our region.

Better Planning & Sustainable Funding

A confident future that is well-planned, collaboratively formed, and sustainably funded.

2033 vision: We are recognised as an industry leader in local port planning and design, strategic decision making, and sustainable investment. Our forecasting and modelling provides clarity and visibility for funding requirements to sustain our assets and operations.

Gippsland Ports operates in a complex planning environment that requires extensive engagement with, and input from, many stakeholders. It must comply with a multitude of funding and legislative bodies, and account for varying operational requirements and customer demand, as well as climate and environmental challenges.

The introduction of the Sustainable Local Ports Framework following the Independent Review of the Victorian Ports System is a step in the right direction and will complement other agency and departmental plans.

Surety of operational funding currently exists only on a year-by-year basis, however funding of new capital works and asset renewal or upgrade projects is uncertain. Without a longer-term sustainable funding model, there is a real risk of degrading assets and corresponding reduction of services.

Actions

Outcomes

1.1

Develop a comprehensive and integrated planning framework and funding model with funding bodies, key industry stakeholders and regional peak bodies, with cohesive timeframes and synchronous frequencies.

Reduced duplication, better alignment, and more effective planning.

Funding model is better matched to the business and financial model.

1.2

Proactively participate in the design and development of the Sustainable Local Ports Framework and assessment toolkit as it relates to port planning, design, and operations.

Framework and toolkit meet our organisational and investment needs and correlate with our internal metrics and reporting.

1.3

Informed by key partnerships with industry and community, develop a 5-15 year operational/demand forecast based on existing and new customers. Document and visualise key assumptions, vulnerabilities and trends.

Future demand is better understood to enable more effective decision-making with respect to funding and investment, and commercial opportunities.

1.4

Develop a 5-15 year study on environmental hazards, potential impacts, and mitigating actions relating to climate change, sea level rising and reducing Gippsland Ports' carbon footprint.

Hazards and risks are proactively identified and mitigated in future operational, financial and asset management plans.

1.5

Collaboratively develop informed Local Port Area Plans and Precinct Plans over the next five years, starting with Port Welshpool.

Future asset and infrastructure needs for all stakeholders are better defined and considered to maximise function, value, and operational efficiency, and minimise lifecycle cost.

Enduring Assets

Realising the full value and function of the assets under our control to underpin safe, efficient, and sustainable services at lowest lifecycle cost.

2033 vision: Gippsland Ports is a recognised leader in sustainable management of resilient coastal and marine assets state-wide. Our systemised and data-rich approach captures knowledge, recognises community priorities, quantifies risk, informs decision making, and enables our operational and maintenance personnel to work safely and efficiently. Our insights and projections help to provide certainty for future funding requirements and provide confidence in meeting operational demands.

Gippsland Ports is responsible for the management, maintenance, operational control, and replacement where necessary of \$180m of coastal and marine assets and infrastructure, which includes \$90m of government-owned Fixed Assets and \$91m of Gippsland Ports-owned Non-Fixed Assets and Floating Plant. Gippsland Ports also manages various areas of Crown land for which it has been appointed Committee of Management under the Crown Land (Reserves) Act 1978.

There has been significant investment over the last few years in the development of a comprehensive asset management framework and strategy that seeks to systemise the approach to maintenance and renewal, capture knowledge, better inform decision making, and provide confidence in the ability to meet government and operational needs long into the future. Future funding for major maintenance, renewal, and upgrade projects remains uncertain, presenting difficulties from a project planning perspective.

Actions

Outcomes

2.1

Continue to implement all strategic actions in the 2023-2025 Asset Management Strategy and secure resourcing to meet targeted timeframes.

Average asset management maturity rating moves from 2 (developing) to 3 (competence) in accordance with the Dept of Treasury and Finance's Asset Management Accountability Framework.

2.2

Play a key leadership role in the development and application of the Sustainable Local Ports Framework in best-practice State-wide local ports asset management, collaboratively engaging industry allies with common purpose and needs.

Gippsland Ports is recognised as an industry leader and subject matter authority.

More consistent planning and decision-making on sustainable local ports infrastructure investment and funding, representing the common needs of industry stakeholders.

Improved asset function, operability, and maintainability.

2.3

Informed by asset criticality assessments and scenario analysis, develop 5-15 year asset maintenance and renewal expenditure forecasts in visual/trended form that show cumulative future impact of possible short-term underspend.

Asset funding needs will be highly visible to key stakeholders, and the impacts of investment options on service delivery transparent.

2.4

Represent aggregated asset data in layers geographically on a map to help identify key characteristics/trends and better inform operational, maintenance and renewal decisions. Start by developing a pilot of common asset types of high volume and standardisation (e.g., wharves & jetties).

Clearer picture of the state of assets across all ports and waterways.

Better identification of commonality, disparity, or trends of similar-type assets across the breadth of ports and waterways.

Optimised decision-making, including standardisation opportunities and allocation of funds and resources across assets.

Improved communication ability with internal and external stakeholders including funding bodies.

Fostering Innovation & Commercialisation

Creating, developing, and capitalising on ideas to improve the way we work, deliver more customer value, increase productivity, and improve our financial performance.

2033 vision: Gippsland Ports is recognised as an industry leader and innovator in local port and waterway management, with strong commercial acumen and a sustainable business model. Our knowledge and insights provide great benefit to our industry, our region, and state-wide policy.

Gippsland Ports has proven the ability to commercialise ideas and create strong commercial outcomes, with Tommy Norton, the Boatyards, and Hydrographic Survey being great examples.

Uncertainty of the level and timing of government grants means that Gippsland Ports must continue to identify innovative ways to create more value for existing customers and identify commercial opportunities to create a reliable and sustainable income source.

Actions

Outcomes

3.1

Expand on the Innovation/Opportunity Assessment Tool to develop a structured customer-focused Innovation/Opportunity Framework to capture ideas, evaluate strengths and weaknesses, assess strategic value (in line with the Sustainable Local Ports Framework), prioritise, and commercialise.

Problems can become opportunities for improvement and value creation. The organisation will become more customer-focussed, future-focussed, and better adapt to change.

Commercial opportunities will be better identified, assessed, and implemented to create more customer value and strengthen financial resilience.

3.2

Develop or update business models and plans for existing revenue-generating commercial operations to maximise their value or surplus, map inter-relationships, and understand net financial gain across these activities.

Increased commercial focus and strengthening of Gippsland Ports' financial model, financial position, and operational sustainability.

3.3

Explore and model all potential services and commercial opportunities for Corner Inlet for the next 15 years given the significant role it is likely to play in the oil and gas, emerging energy, and transport sectors.

Gippsland Ports' service offering and value proposition to new and emerging customers and the Victorian Government will be made clear for Corner Inlet and help to identify future commercial opportunities and benefits.

3.4

Explore the opportunities, risks and organisational implications associated with providing commercial services to other ports and waterways. For example, hydrographic survey and dredging, jetty design, construction and maintenance, consulting services.

Potential increase in revenue and asset utilisation.

3.5

Work collaboratively with Ports Victoria and the Department of Transport and Planning in the areas of port operations and asset management

Gippsland Ports will have greater influence on policy, strategy, and sustainable funding models for the benefit of the organisation, other local ports, and the Victorian Government.

Enabling & Developing Our People

Providing our people with the tools, systems, and support needed to work efficiently, communicate most effectively, and create more customer value.

2033 vision: Our workforce is enabled with modern systems and tools that streamline workflows, better capture data, and enable efficient reporting and analysis. Our customers see value and benefit in how we work. Our people are aligned to goals, well-engaged, and work safely and productively.

Gippsland Ports has developed a highly skilled and experienced workforce, enabling delivery of high-quality services, infrastructure, and projects to earn a reputation as a trusted, reliable organisation. The inherent knowledge and capabilities within the organisation have resulted in standouts such as hydrographics and GIS mapping systems, along with in-house design and construction of high-quality marine assets, such as Bullock Island seawalls and the future McLoughlins Beach Jetty.

The organisation has established training and succession programs to maintain capability amidst generational workforce transition. A continuing focus on recruitment, knowledge capture and exchange, and skill building is needed in concert with meaningful communication and engagement measures to continually align the workforce. Modernisation of management systems to allow capture of and quick access to centralised information, effective integration and efficient control of workflows will further enable the workforce and embed knowledge in systems to underpin the organisation for the future.

Actions

Outcomes

4.1

Investigate and implement mobile digital technology and enterprise software to automate workflows, capture data, reduce double-handling, better enable job/project management, take bookings, quote and invoice efficiently, provide analysis and reporting, and improve customer experience.

Increased workplace efficiency and productivity. Improved customer experience and satisfaction. More business intelligence, insight, and better business decisions.

4.2

Continue implementation of 'Succession Planning' to foster workforce renewal and knowledge transfer.

Critical local ports skills and experience are passed on and retained in key roles to maintain overall workforce capability and organisation performance.

4.3

Prepare a targeted workforce communication and engagement strategy around the Strategic Plan development, implementation, and execution.

The workforce is engaged with the Strategic Plan, understands its role, and is aligned to the goals and active in the Plan's delivery.

4.4

Embed the organisation's values for existing and new staff through an ongoing plan that establishes and regularly refreshes required daily behaviours, reflected in Performance Management systems.

Organisational values are known, guide and are demonstrated daily by all. Values and their behaviours are ingrained and endure workforce transition.

4.5

Investigate partnerships with Registered Training Organisations/Secondary schools to develop complementary education and on-the-job training pathways to 'grow our own talent' in key areas, from within and without the organisation.

Established and structured pathways for development and continual renewal of the workforce.

4.6

Develop a plan to increase diversity and inclusivity throughout the organisation, understanding current state and barriers to improvement.

Broader representation of gender, race, culture, identity, and abilities at all levels of the workforce.

Connection to Country & Community

Celebrating and protecting our indigenous culture, connecting our community, and positively contributing to the liveability and wellbeing of our region.

2033 vision: Gippsland Ports is well-recognised for representing the views and needs of Traditional Owners and the broader community in the identity, planning and sustainable development of local ports. The connection we help create to public open spaces, attractions, and the natural environment is a source of local pride.

Our local ports and waterways play a significant role in accessing our natural environment, celebrating our cultural heritage and customs, and contributing to our liveability and wellbeing. They offer a beautiful backyard in which to work, play, exercise, relax, boat, fish, connect and socialise.

Our coastal assets are much loved and form part of our community's identity, supporting the physical and mental health of all local community members. Terrific opportunity exists to better connect with Traditional Owners and the broader community to reflect their values and aspirations.

Actions

Outcomes

5.1

Develop a partnership with GLaWAC to explore opportunities for collaboration, working together to develop policy and strategy to best acknowledge, respect, celebrate and maintain cultural heritage and connection to Country.

Better capturing the needs and aspirations of Traditional Owners.

Authentically representing and celebrating indigenous history and culture, adding to the social and cultural capital of the region.

5.2

Develop a structured cultural and community engagement model for Port Local Area Planning, Precinct Planning and Design, and Waterway Management.

Cultural and community interests/needs, and local knowledge are better represented in designs, assets, operations, and services.

Better health and wellbeing, safety, and environmental outcomes, in line with community expectations and values.

5.3

Develop an engaging and interesting marketing and communication strategy to promote Gippsland Ports' services, and its relationship with stakeholders, which captures community voice and sentiment.

The community better understands what Gippsland Ports does and the value it adds to the health, safety and prosperity of the regional economy and community.



Photo: Tommy Norton and the Bullock Island Boatyard

What's Governed Our Thinking

Legislation & Policy Context

Gippsland Ports exercises a public function as a Crown Land Reserves Manager and declared Local Port and Waterway Manager, under a Committee of Management appointed by the Minister for Ports and Freight, consistent with its role under the following key legislation:

- Aboriginal Heritage Act 2006
- Crown Land (Reserves) Act 1978
- Marine Safety (Domestic Commercial Vessel) National Law Act 2012 (Cwlth)
- Environment Protection Act 2017
- Marine and Coastal Act 2018
- Marine Safety Act 2010
- Maritime Transport and Offshore Facilities Security Act 2003
- Occupational Health and Safety Act 2004
- Port Management Act 1995
- Planning and Environment Act 1987
- Transport Integration Act 2010
- Water Act 1989

Regional Context

Gippsland's local ports and waterways play a vital role in the region's economy, amenity, lifestyle, and visitor attraction.

Maritime infrastructure and services support commercial and recreational fishing, commercial shipping, recreational boating, tourism, and community activity.

The development, maintenance and upgrading of infrastructure, and delivery of maritime services will continue to play an important role in growth and value of the regional economy, jobs, visitation, emergency response, culture, and community.

Our Operating Environment

Gippsland Ports' operating environment is characterised by a large and diverse region with iconic natural attractions and built infrastructure. Some areas are environmentally sensitive, including Ramsar-listed wetlands and other waterways adjacent to parks and reserves.

Management and governance arrangements for the coastal region are controlled by various state and local government agencies.

Commercial Fishing

Ocean access, berthing, unloading/loading and vessel maintenance facilities are highly significant for commercial fishing in the Ports of Gippsland Lakes (primarily at Lakes Entrance), Corner Inlet and Port Albert, Port Welshpool, and Port Franklin. These locations serve as home ports for commercial fishing vessels operating in coastal waters and in the Southern Ocean. Assessments in 2022 identified that the Victorian commercial fishing industry operating from Gippsland's ports is responsible for approximately 56% of Victoria's licenced wild catch fish harvest. This consists of 50 individual fishers operating from 67 vessels, principally from Lakes Entrance, Port Welshpool, and Port Albert, with significant on-flows to the local community¹.

Commercial Shipping

The ports of Corner Inlet and Port Albert, and the Port of Gippsland Lakes support various commercial activities. There is a long history of the Port of Corner Inlet and Port Albert serving the Bass Strait oil and gas industry and coastal trading vessels. Qube Energy operates a dedicated private oil and gas service facility at Barry Beach, alongside a privately-operated marine terminal facility at Port Anthony.

Commercial shipping activity is likely to increase significantly through Corner Inlet with progressive de-commissioning of oil and gas assets and potential billion-dollar investments in off-shore wind directly off Gippsland's coast.

Recreational Boating and Tourism

Coastal activities such as water sports, recreational boating, recreational fishing, and passive recreational pursuits are principal attractions and primary drivers for increased tourism within the region, combining with tree change/sea change migration to stimulate demand for marine and coastal infrastructure.

Concurrent with these demands are increasing community values of cultural significance, and agency and community expectations regarding environmental values in terms of water quality, protection of flora and fauna, and shorelines, together with planning for climate change adaptation and sea level rise.

Demand for Berths and Moorings

Demand exceeds supply for the 850+ berths and moorings managed by Gippsland Ports in the Port of Gippsland Lakes, with 61 new applications on the waiting list and an average projected wait period of 3.1 years. This contributes to constraint on growth of marine based economic activity in the region. Conversely, berths are immediately available at some locations in South Gippsland.

The size of recreational vessels is also increasing in all respects, with 12 metres being the average vessel length for current berthing requests. With this has come increased expectations for access to utilities, fire services and security.

¹ Victorian Fisheries Authority March 2023



Photo: Fishing vessel 'Tullaberga', refurbished at Paynesville Boatyard, Paynesville



Photo: 'Ruigenhoek', in the travel lift after refurbishment at Paynesville Boatyard, Paynesville

Our Governance Structure

Gippsland Ports Committee of Management is appointed as a Local Port Manager under the Port Management Act 1995 and as a Waterway Manager under the Marine Safety Act 2010.



Our Planning Framework

This Strategic Plan, referred to as the Corporate Plan in the Operational Services Agreement, is required, at a minimum, to cover the 3-year period of appointment of the Gippsland Ports Committee of Management. The Operational Services Agreement acknowledges that the approved Strategic Plan also meets the requirements of the “Statement of Corporate Intent” as required under the Public Administration Act 2004.

In light of an ever-changing environment and anticipated future demand on Gippsland Ports’ services and assets, the Committee of Management has designed the Strategic Plan to cover a five-year period from 2023–2028.



