

**Port Phillip and Westernport
Catchment Management Authority**

Principles and Priorities for the Engagement of Stakeholders

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Port Phillip and Westernport



CATCHMENT MANAGEMENT
AUTHORITY

Port Phillip & Westernport Catchment Management Authority

The Port Phillip and Westernport Catchment Management Authority (PPWCMA) is one of ten Victorian CMAs established to ensure the protection and sustainable development of land, vegetation and water resources.

It is responsible for:

- Preparing a Regional Catchment Strategy (RCS) and coordinating and monitoring its implementation;
- Promoting cooperation in the management of land and water resources;
- Advising on regional priorities and resource allocation;
- Advising on matters relating to catchment and land protection;
- Advising on the condition of land and water resources; and
- Promoting community awareness and understanding of the importance of land and water resources, their sustainable use, conservation and rehabilitation.

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1 Introduction

The Port Phillip and Western Port region contains renowned and valuable natural assets and ecosystems whilst also accommodating Melbourne's 3.5 million residents and associated infrastructure. This region covers almost a tenth of Victoria, including Port Phillip Bay and Western Port and the catchments that flow into them. With all or part of 38 council areas within the region, it faces complex issues such as urban expansion, green wedge protection, agricultural intensification, and recreational pressures. These issues influence the health of the catchments and bays.

The Port Phillip and Westernport Catchment Management Authority (PPWCMA) is a Victorian Government statutory authority that influences a diverse range of people and organisations to plan and work together to achieve a healthy catchment.

The PPWCMA works mainly with councils, water authorities, government departments and Landcare and other relevant community groups. The PPWCMA provides services to those organisations because they play a large part in protecting and enhancing the regional environment. The services provided include researching and writing a 'roadmap' to a healthy environment - the Regional Catchment Strategy (RCS), gaining agreements to work together on its implementation and directing Victorian and Australian Government funds towards its implementation.

For the PPWCMA, "stakeholder engagement" is the process of building and sustaining relationships with the set of people and organisations who can optimise achievement of the PPWCMA's goals including implementation of the RCS.

There are many reasons why some stakeholders are important to engage, for example, to influence policy or regulation in order to improve environmental condition or to secure the involvement of relevant agencies in managing an issue.

This document identifies the priority stakeholders, the principles of engagement and the engagement activities the PPWCMA will conduct.

2 Principles of stakeholder engagement

The PPWCMA aims to be at the forefront of integrated catchment management in Australia and considers effective stakeholder engagement to be an important component of achieving this.

Based on theory and experience, the PPWCMA has adopted the following principles to achieve effective stakeholder engagement:

- **Engagement activities will be purposeful and tailored to suit the stakeholder(s)**

Engagement activities will be designed to be effective, efficient and satisfying for the people involved. The PPWCMA will clearly identify stakeholders that are important to engage with, why engagement is important, what outcomes will be achieved through engagement with them and what activities will be effective at engaging the particular stakeholders. Engagement will be designed and delivered to provide mutual benefits, and the benefits will be identified and clearly articulated.

- **The PPWCMA culture will be exhibited through all engagement activities**

The PPWCMA will strive to bring environmental stewardship, big picture thinking, collaboration and leadership to all engagement activities. In conducting such activities, the PPWCMA will strive to be professional, approachable, knowledgeable, purposeful, articulate, influential, committed and inspirational.

- **Engagement activities will be numerous, diverse and regular to build strong relationships between the PPWCMA and the stakeholders**

A variety of engagement activities will be undertaken to achieve numerous 'touchpoints' between the PPWCMA and the many layers of personnel within various organisations. To achieve strong professional networks and relationships, engagement activities will, as much as possible, involve personal interaction between PPWCMA representatives and the stakeholders.

- **The engagement activities will be evaluated.**

Engagement activities will be evolved and/or changed over time as the PPWCMA continues to evaluate and learn about the needs, knowledge, and attitudes of stakeholders, the outcomes of engagement, and changes in the industry and technology.

3 PPWCMA Purpose and Core Services

The PPWCMA purpose is to set the course and lead the way to a healthy environment in this region. To achieve this, the PPWCMA provides the following core services:

Setting the course and coordinating action

Development of a comprehensive RCS for a complex environment with an exceptional level of stakeholder engagement, and coordinating implementation of the RCS by having many organisations cooperating to achieve a very high level of action in line with the RCS's targets and actions.

Providing leadership and advocacy for integrated catchment management

Being a leader, authority and advocate for integrated catchment management in this region. This includes engaging stakeholders and the community in planning and delivery of priority programs. It also includes generating major integrated projects for catchment management that attract private sector investment, improve catchment condition and generate cooperation between multiple stakeholders.

Setting priorities and securing investment

Providing a high level of value for Australian, Victorian and Local Government investment in catchment management. This includes having targeted projects in line with the RCS, value-for-money projects achieving multiple outcomes, coordination between partners, opportunities for marketing and sound project management delivering within timelines and on budget

Monitoring and reporting on progress

Monitoring, evaluating and reporting on RCS implementation and catchment condition – providing science-based assessment of the current condition of assets and trends for the future, with clear and understandable reports being used by organisations in making adaptive management decisions and for raising awareness within the broader community.

Managing the business efficiently

Achieving and maintaining high standards of business management and corporate governance.

Providing these services requires effective stakeholder engagement. This is explored further in sections 4.1 to 4.5.

4 PPWCMA engaging stakeholders

4.1 Setting the course and coordinating action

The PPWCMA's roles are to (a) develop the RCS and (b) coordinate its implementation by prompting, negotiating with and assisting organisations to take action cooperatively. Successful coordination results in effective use of funds and accelerated effort toward achieving the targets.

The current RCS is due for review and renewal in 2009. Implementation of the renewed RCS is most effective when stakeholders have a high level of ownership of it, and willingly accept responsibility for relevant aspects of its delivery. This requires high quality engagement in the development of the renewed RCS. A specific stakeholder engagement plan for the RCS renewal process will be developed and does not form part of this document.

In the implementation phase, the PPWCMA guides and influences others rather than directly implementing most of the RCS actions. The responsibility for implementation for the majority of actions sits with other organisations such as Melbourne Water (MW), Department of Sustainability and Environment (DSE), Department of Primary Industries (DPI), and local governments.

For the PPWCMA to be able to best guide and influence the work and cooperation of relevant organisations, an excellent relationship is needed with their relevant personnel.

Which stakeholders need to be engaged?

The target organisations for engagement are those that are important for implementation the RCS, ie. the nominated lead agents for actions in the RCS. The following table suggests that the organisations that have the most significant role in the implementation of the RCS are DSE, Melbourne Water, DPI, EPA and local government.

Table 4-1 Designated lead agents on RCS actions

Agency	Number of RCS actions
Department of Sustainability and Environment (DSE)	44
Melbourne Water (MW)	13
Department of Primary Industries (DPI)	12
Environmental Protection Authority Victoria (EPA)	7
Local government (including MAV)	5
Parks Victoria (PV)	3
Marine Safety Victoria (MSV)	2
Southern Rural Water (SRW)	1
Central Coastal Board (CCB)	1

How will stakeholders be engaged?

The PPWCMA will engage each of these important stakeholders through multiple mechanisms. Engagement activities will be frequent, face-to-face and purposeful, including:

Primary stakeholders engaged	Engagement method
DSE	<ul style="list-style-type: none"> ▪ Regular formal senior manager meetings ▪ Face to face meetings for negotiation and agreement of milestones for RCS actions. ▪ Face to face meetings for monitoring progress of RCS actions
MW	<ul style="list-style-type: none"> ▪ Negotiation of a PPWCMA/MW Partnership Agreement ▪ Regular formal senior manager meetings ▪ Face to face meetings for negotiation and agreement of milestones for RCS actions. ▪ Face to face meetings for monitoring progress of RCS actions ▪ Collaborative approach to supporting community NRM groups
DPI	<ul style="list-style-type: none"> ▪ Negotiation of a PPWCMA/DPI Partnership Agreement ▪ Regular formal senior manager meetings ▪ Face to face meetings for negotiation and agreement of milestones for RCS actions. ▪ Face to face meetings for monitoring progress of RCS actions
EPA	<ul style="list-style-type: none"> ▪ Face to face meetings for negotiation and agreement of milestones for RCS actions. ▪ Face to face meetings for monitoring progress of RCS actions
LG	<ul style="list-style-type: none"> ▪ Facilitating collaborative projects for local interpretation of RCS actions ▪ Provision of regional targets and priorities cut to suit local government boundaries
Organisations with fewer implementation responsibilities (PV, MSV, SRW, CCB)	<ul style="list-style-type: none"> ▪ Face to face meetings for negotiation and agreement of milestones for RCS actions. ▪ Face to face meetings for monitoring progress of RCS actions

4.2 Providing leadership and advocacy for integrated catchment management

The PPWCMA aims to lead by example, generating and advocating programs that benefit stakeholders, the broader community and the environment.

For the PPWCMA to be an effective advocate and leader for integrated catchment management, stakeholder engagement is needed to:

- Create coordination
- Generate partnerships
- Develop strategically important stakeholder capacities
- Facilitate knowledge flow, and
- Relay key messages to broader audiences.

Which stakeholders need to be engaged...

...to create coordination and generate partnerships?

Coordination of agencies and generation of partnerships will be most effective in integrating catchment management where it is with and between those who do most of the catchment management work – the land and water managers - and/or the key influencers of the land and water managers. These include:

- Public land and water managers such as MW, DSE, PV, local government (LG), water authorities, volunteer Committees of Management, 'Friends' groups that provide on-ground programs and/or strong or representative voices into their local communities ;
- Influencers of private land managers such as
 - Local government (LG);
 - Landcare groups and networks that provide on-ground programs and/or strong or representative voices into their local communities;
 - Indigenous groups including traditional owner groups; and
 - Government and peak industry bodies in the agricultural sector that have a trusted and respected voice into the farming communities that manage much of the land in this region such as DPI, EPA, Victorian Farmers Federation; horticultural groups (eg strawberry growers, potato, flower, fruit, nursery, vignerons; vegetable growers) beef and dairy industry groups; intensive animal industries (pigs, broilers, eggs); agribusiness forums (i.e. AgriWest, Centre for Agriculture and Business – Yarra Valley), and other agricultural industry organisations.

...to develop strategically important stakeholder capacities?

The capacity of stakeholders to contribute to achievement of environmental targets varies widely. The PPWCMA does not seek to build all capacities in all stakeholders, but rather targets development of critical capacities in key stakeholders.

The following stakeholders have been identified as strategically important for engagement and support to build their capacity:

- Community groups and networks (key capacities for development include organisational strength, local community engagement, collaborative landscape scale planning). The PPWCMA will maintain its commitment to supporting the extensive array of volunteer-based community groups that are active in the region and will strategically develop their capacity to be effective contributors to integrated catchment management.
- Local government (key capacities for development include collaborative landscape scale planning, effective and coordinated application of LG tools and influence).

...to facilitate knowledge flow?

New and existing catchment management knowledge needs to flow from the relevant knowledge holders and generators to the delivery agents of catchment management. Organisations that hold and/or can bring new knowledge to catchment management in the region include:

- Universities and research organisations;
- MW
- DPI;
- DSE;
- Community groups and networks; and
- Indigenous groups.

...to relay key messages to broader audiences?

Organisations that can relay key messages to the broader public include:

- Media outlets
- Members of Parliament (MPs)
- Key community groups and networks with a high local profile and respected voices in their local communities
- Key government organisations with strong communications departments such as MW, DSE, EPA, Water Authorities)
- Key peak non-government organisations (NGOs) such as Victorian Farmers Federation, Environment Victoria, Trust for Nature, Greening Australia Victoria, Victorian National Parks Association, Landcare Australia Limited, VicWalk, Bicycle Victoria, Conservation Volunteers Australia, and Municipal Association of Victoria).

How will stakeholders be engaged?

The PPWCMA will undertake activities that regularly engage relevant personnel in these organisations, including:

Stakeholder group	Engagement methods
<p>Land and water managers and/or key influencers of land and water managers (MW, DSE, PV, water authorities, LGs, Community groups and networks, Indigenous groups, Government and industry peak agricultural bodies)</p>	<ul style="list-style-type: none"> ▪ Coordination Committees for Flagship Programs (Grow West, Spirit of the Bunyip, Yarra 4 Life, Living Links) ▪ Collaborative approach to community grants processes ▪ Assessment panel for PPWCMA Community Grants ▪ Targeted commissioning of RCIP proposals ▪ Activities to highlight shared issues, showcase projects (eg bus, bike, boat tours)
<p>Strategically important delivery agents that require development of specific capacities (Community groups and networks, Local government)</p>	<ul style="list-style-type: none"> ▪ Capacity building forums/workshops ▪ Regional landcare awards and celebration ▪ Regional community landcare forums ▪ Facilitating collaborative projects for local interpretation of RCS actions ▪ Provision of regional targets and priorities cut to suit local government and community group boundaries ▪ Forums aimed at resolving NRM issues shared by many LG's.
<p>Organisations that hold and/or bring new knowledge (Universities and research organisations, MW, DPI, DSE, Community groups and networks, Indigenous groups)</p>	<ul style="list-style-type: none"> ▪ Forums for linking research organisations with the R&D opportunities of Flagship Programs. ▪ Catchment Community Seminars (for presenting new knowledge) ▪ Targeted commissioning of RCIP research proposals ▪ Regional community landcare forums
<p>Organisations that can relay key messages (Media outlets, MP's, key community groups and networks, key government organisations, key peak NGOs)</p>	<ul style="list-style-type: none"> ▪ Community reference forums for Flagship Programs ▪ Provision of media releases ▪ Activities to highlight shared issues, showcase projects (eg bus, bike, boat tours) ▪ Catchment Community Seminars (as co-hosts and/or invitees) ▪ Involvement in public launches and other events ▪ Regular meetings with Communications staff of MW, DSE, EPA, Water Authorities

4.3 Setting priorities and securing investment

The PPWCMA seeks to increase the level of resourcing and the diversity of sources contributing to implementation of the RCS.

Engagement is needed to:

- Encourage existing investors to direct more resources to the catchment management priorities for this region; and
- Establish new investment streams.

Which stakeholders need to be engaged?

The major existing investors to be targeted for increased investment are the Australian Government (ie. the Department of Agriculture, Fisheries and Forestry and the Department of the Environment, Water, Heritage and the Arts) and Victorian Government (ie. DSE and DPI).

Other organisations with strong potential for providing new investment include:

- Corporate or philanthropic sector organisations with an agenda for environmental action; and
- Organisations with established and substantial resourcing that can be directed towards catchment management priorities (eg. Melbourne Water, water authorities).

How will stakeholders be engaged?

Activities will focus on keeping current and potential investors informed about valuable work done by PPWCMA and future opportunities for investment.

Stakeholder group	Engagement methods
Existing investors (DAFF, DEWHA, DSE, DPI)	<ul style="list-style-type: none"> ▪ Involvement in prioritisation processes. ▪ Showcasing investment outcomes to government investor representatives, for example: <ul style="list-style-type: none"> – Involvement of MPs at project launches. – Catchment tours for MPs and senior bureaucrats. ▪ Regular government investor forums to clarify and maintain alignment of priorities ▪ Acknowledgment of investors (eg. signage, website, media, publications)
Potential new investors (Private sector organisations, philanthropists, MW, and water authorities)	<ul style="list-style-type: none"> ▪ Tailored Flagship Program presentations to targeted corporations and organisations. ▪ Present Flagship Program investment opportunities at targeted events with significant corporate and philanthropic sector audiences ▪ Coordination Committees for Flagship Programs.

4.4 Monitoring and reporting on progress

The PPWCMA is committed to monitoring and reporting on (a) the progress of RCS implementation and (b) the condition of the environment, as well as evaluating the effect of implementation on condition.

To do this, the PPWCMA has developed:

- An RCS Action Tracking Database (ATD) for monitoring and reporting on progress with implementation of the RCS actions;
- A 6-monthly report on the progress of implementation of all actions
- An annual “Melbourne Environment Report” for reporting on environmental indicators and trends.

Engagement is needed to ensure that:

- RCS Action delivery agencies provide PPWCMA with the information it needs to report on RCS implementation;
- The PPWCMA has access to appropriate data and analysis to be able to reliably and frankly report on catchment condition and longer-term trends.
- The development of evaluation and reporting methods are a cooperative venture

Which stakeholders need to be engaged?

The following three types of stakeholders are important to engage:

- Lead agents for RCS actions that can provide data, analysis and evaluation of RCS actions, particularly DSE, MW, DPI, EPA and local government;
- Organisations that can provide data, knowledge and analysis of catchment condition and long-term trends, including MW, DPI, DSE, PV, EPA, Community groups and networks; and
- Organisations that can provide independent expert analysis and verification of catchment condition and long-term trend data and analysis, including universities and research organisations.

How will stakeholders be engaged?

Stakeholder group	Engagement methods
Lead agents for RCS actions (DSE, MW, DPI, EPA, LG and other organisations)	<ul style="list-style-type: none"> ▪ Face to face meetings for negotiation and agreement of milestones for RCS actions. ▪ Face to face meetings for monitoring progress of RCS actions
Organisations with environmental condition and long-term trend data (MW, DPI, DSE, PV, EPA, Community Groups and networks)	<ul style="list-style-type: none"> ▪ Face-to-face discussions with data providers/holders ▪ Development of data sharing agreements
Organisations providing independent expert analysis and verification (Universities, research organisations)	<ul style="list-style-type: none"> ▪ Expert panel for Melbourne Environment Report ▪ Commissioning research projects

4.5 Managing the business efficiently

The PPWCMA is committed to maintaining high standards of business management and corporate governance.

Although this does not explicitly require engagement of external stakeholders, it informs the way that engagement is carried out by PPWCMA personnel.

What stakeholder engagement capacity is needed?

The PPWCMA has adopted the following principles to achieve effective stakeholder engagement:

- Engagement activities will be purposeful and tailored to suit the stakeholder(s).
- The PPWCMA culture will be exhibited through all engagement activities.
- Engagement activities will be numerous, diverse and regular to build strong relationships between the PPWCMA and our stakeholders.
- The engagement activities will be evaluated.

Therefore PPWCMA personnel who have a role to play in stakeholder engagement need to be well equipped for designing and delivering quality engagement activities. Training, information sharing and support will be provided.

How is this to be achieved?

Relevant PPWCMA personnel undertake training, share experiences with other staff and enlist other staff in designing and documenting specific engagement activities.

An annual program of stakeholder engagement events is developed each year to ensure adequate number, diversity, and regularity is achieved.

Each major engagement event is then separately evaluated for achievement of stated aim, stakeholder satisfaction and feedback to enable continual improvement; and

Every second year, a comprehensive stakeholder satisfaction survey is undertaken to evaluate the overall effectiveness of the PPWCMA's stakeholder engagement approach, based around the following key evaluation questions:

- To what extent are stakeholders satisfied with their engagement with the PPWCMA?
- To what extent have the PPWCMA's desired outcomes of stakeholder engagement been achieved?

5 Summary of PPWCMA Engagement Methods

The following table summarises the key engagement methods to be used for different stakeholders.

Key to stakeholder abbreviations

AG = Australian Government (such as Department of Agriculture Forestry and Fisheries and Department of the Environment Water, Heritage and the Arts)
Ag Orgs = Peak government and industry agricultural organisations in the region (including DPI, VFF, EPA, AgriWest, CAB-YV)
CGN = Community Groups and networks (such as Landcare, Friends, volunteer Committees of Management)
CCB = Central Coastal Board
DPI = Department of Primary Industries
DSE = Department of Sustainability and Environment
EPA = Environmental Protection Authority Victoria
IG = Indigenous Groups
LG = Local Government
Media = Media outlets and partners
MP = Members of Parliament (state and federal)
MW = Melbourne Water
NGO = Peak non-government organisations (such as VFF, EV, TfN, GAV, VNPA, LAL, VicWalk, BV, CVA, MAV)
PNI = Potential new investors
PV = Parks Victoria
RO = Universities and other research organisations (including CSIRO)
SRW = Southern Rural Water
WA = Water Authorities (such as City West Water, Yarra Valley Water, South East Water)

Stakeholders																		
Engagement Method	DSE	MW	CGN	DPI	LG	PV	AG	RO	NGO	EPA	Media	CCB	IG	Ag Orgs	MP	SRW	WA	PNI
Negotiation of a Partnership Agreement	√	√		√														
Regular formal senior manager meetings	√	√		√														
Face to face meetings for negotiation and agreement of milestones for RCS actions.	√	√		√		√				√		√				√		
Face to face meetings for monitoring progress of RCS actions	√	√		√		√				√		√				√		
Collaborative approach to supporting community groups	√	√				√												
Coordination Committees for Flagship Programs	√	√	√		√	√							√	√			√	
Collaborative approach to community grants processes		√																
Assessment panel for PPWCMA Community Grants	√	√							√									
Targeted commissioning of project proposals	√	√	√	√	√			√	√			√						
Activities to highlight shared issues, showcase projects (eg bus, bike, boat tours)	√	√	√	√	√	√	√		√		√		√	√	√			
Capacity building forums/workshops			√		√													
Regional landcare awards and celebration			√		√								√					
Facilitating collaborative projects for local interpretation of RCS actions		√	√		√	√												

Engagement Method	DSE	MW	CGN	DPI	LG	PV	AG	RO	NGO	EPA	Media	CCB	IG	Ag Orgs	MP	SRW	WA	PNL
Regional community landcare forums			√															
LG forums aimed at resolving NRM issues shared by many LG's					√													
Forums for linking research organisations with the R&D opportunities of Flagship Programs	√			√				√										
Catchment Community Seminars	√	√	√	√	√			√	√		√				√			
Community reference forums for Flagship Programs			√						√									
Provision of media releases											√							
Involvement in public launches and other events							√				√				√			
Regular meetings with Communications staff	√	√								√							√	
Involvement in regional prioritisation processes.	√	√		√		√			√			√						
Regular government investor forums	√						√											
Acknowledgment of investors (eg. signage, website, media)	√	√					√											
Tailored Flagship Program presentations																		√
Present Flagship Program investment opportunities at targeted events																		√
Face-to-face negotiations with data providers/holders.	√	√	√	√		√				√								
Expert panel for Melbourne Environment Report								√										

6 Summary of event-based engagement methods

A number of the stakeholder engagement methods are in the form of events that require significant time and resourcing to plan and deliver. The following table summarises the number and frequency of such events that will form the basis of an annual program of stakeholder engagement events conducted by the PPWCMA.

Event	Number x Frequency
Activities to highlight shared issues and to showcase projects, for example bus, boat and bike tours	4 x annually
Capacity building forums/workshops	4 x annually
Regional landcare awards and celebration (alternating with regional community landcare forums)	1 x biannually
Regional community landcare forums (alternating with regional landcare awards and celebration)	1 x biannually
Local government forums aimed at resolving NRM issues shared by many local governments	2 x annually
Forums for linking research organisations with the research and development opportunities of the Flagship Programs	1 x annually
Catchment community seminars	3 x annually
Community reference forums for each Flagship Program	4 x annually