

PUFFING BILLY RAILWAY

STAKEHOLDER CONSULTATIVE COMMITTEE ENGAGEMENT PLAN



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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Wurundjeri and
Bunurong people as the Traditional
Custodians of the land on which
Puffing Billy Railway operates.

We pay our respects to their Elders
past, present and emerging.



A steam train engine is visible on the left side of the page, partially obscured by the text. The train is brown and green, with a person visible in the window. The background is a dense forest of tall, thin trees.

PURPOSE

The Puffing Billy Railway Board (PBRB), operators of Puffing Billy Railway (PBR), value public participation and recognise that community and stakeholder support is critical to progressing its vision of preserving and sharing a world renowned, community-based heritage steam rail experience that captures the natural beauty and rich social history of Victoria's Dandenong Ranges.

This Puffing Billy Railway Stakeholder Consultative Committee Engagement Strategy outlines the strategic framework that will inform and guide communications and engagement activities with key stakeholders, adjacent landowners, neighbouring residents, and the surrounding local community; in turn allowing PBR to make better decisions that incorporate the interests and concerns of all affected stakeholders.

In developing this framework, it's important to acknowledge the engagement undertaken to date with various stakeholder groups. Thus, PBR's proposed strategic approach aims to build on existing relationships while also implementing a proactive and inclusive engagement program that fosters new stakeholder partnerships.

OUR VISION

To preserve and share a world renowned, community-based heritage rail experience, which captures both the natural beauty and rich social history of Victoria's Dandenong Ranges.

OUR MISSION

We provide a unique opportunity for visitors to immerse themselves in our rich local history, environment, and communities; foster and harness the passion our volunteers and staff have for heritage rail or community interaction.

STRATEGIC OBJECTIVES

PBR's ongoing success is a product of the following key strategic elements:



SAFETY

Promote a Safety Culture, Railway Safety Management



CUSTOMER SATISFACTION

Expand and strengthen the Puffing Billy Railway customer experience



FINANCE

Oversee Financial and Risk Management, Financial Sustainability



HERITAGE INTEGRITY

Promote, Preserve and Maintain a Heritage Railway and the rail corridor



ENVIRONMENTAL MANAGEMENT

Manage Stakeholder and Community Partnerships, Environmental Plans and Measures



ORGANISATIONAL CULTURE

Volunteers and staff, succession planning, governance, culture and change management



OPERATIONAL CAPABILITIES

Deliver plans for business on time and on budget



TOURISM CONTRIBUTION

Community, neighbour, and stakeholder partnerships

OUR VALUES

– HOW WE DO THINGS

- **SAFETY** – We care for the safety and wellbeing of our visitors, our people and the community
- **ONE TEAM** – Working towards each other's success
- **RESPECT** – Treat others how we/you want to be treated, recognise and celebrate the input of all
- **EXCELLENCE** – We harness the drive, dedication, embrace change and strive to continuously improve our work
- **FUN** – Enjoy what we do
- **INTEGRITY** – Act with honesty and open, transparent communication and engagement
- **LEGACY** – As custodians we take pride in preserving a valuable legacy for current and future generations: history, culture, memories, environment, knowledge, assets

KEY MESSAGES

- Puffing Billy is Australia's premier preserved steam railway and iconic Victorian tourist attraction
- Puffing Billy is a not-for-profit organisation, raising revenue through its commercial business and reinvesting back into the preservation of the railway
- Puffing Billy Railway is committed to creating and maintaining a child safe environment; promoting child safety; and taking all reasonable steps to ensure the safety of children at Puffing Billy Railway
- Puffing Billy is committed to working collaboratively with the local community for the benefit for all
- Puffing Billy supports the visitor economy in the region (infrastructure, employment, tourism)
- Puffing Billy is committed to collaborative partnerships to drive own and stakeholder businesses
- Puffing Billy is recognised throughout the country for its quality, dedication and diversity of community minded volunteers who operate this iconic railway

ENGAGEMENT PRINCIPLES



Our guiding principles for the development, implementation and evaluation of effective stakeholder engagement include being:

RESPECTFUL

A partnership based on mutual trust and respect. We value the different stakeholder perspectives and knowledge and recognise the need to understand all interests and how they choose to engage.

PURPOSEFUL

We will strive to be purposeful and appropriate in our engagement with stakeholders. We will ensure genuine opportunities are created and have clearly defined processes and scope from the outset.

INCLUSIVE

A collaborative two-way approach to discussions and decision making across a variety of engagement activities, processes, and procedures, allowing stakeholders to contribute to the success of the work we do.

BALANCED

Ensuring there is balanced participation and influence of stakeholder groups.

TIMELY

Provide relevant and timely information so people can contribute meaningful dialogue, consultation, and feedback. We will include stakeholders early in a process or project and before significant decisions are made, which includes responding to matters or issues raised in a timely manner.

OPEN & RESPONSIVE

An enduring commitment to being open, with transparent purpose, constraints, and accountabilities in all communications. This means clear expectations about the engagement process, including timeframes and response times.

STAKEHOLDER COMMUNICATION & ENGAGEMENT OBJECTIVES



Puffing Billy Railway’s communication and engagement objectives include:

- Providing a communication framework that supports the PBRB and PBR Management in implementing positive stakeholder partnerships.
- Enabling stakeholders and communities to understand Puffing Billy Railway and its benefits to the local community.
- Sharing and receiving information from stakeholders and the local community.
- Facilitating opportunities for community involvement and input and understanding the emerging or existing issues or opportunities and their consequences or potential.
- Building trust through open and timely communication of information.
- Demonstrating how community and stakeholder input is helping to shape strategic business outcomes for PBR.

TYPES OF ENGAGEMENT

An individual stakeholder group’s interests in the engagement process is not fixed and is dependent on the topic at hand, the purpose, timeframes, and the various activities at any given stage. To ensure consultation is as effective as possible, tools should be tailored to the level of influence or interest in the topic, issue, or opportunity.

While the final decision rests with Puffing Billy Railway, open and responsible governance should always be based on the notion that those impacted by a decision have important contributions to make prior to and during the decision-making process. Stakeholder groups will be segmented based on our understanding of their known and / or perceived level of interest and influence on a particular topic.

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide balanced, objective and accurate information about the Railway that assists stakeholders in understanding a new process, initiative, or project.	Two-way communication designed to obtain feedback on ideas, alternatives, and proposals to inform decision making.	Work directly with stakeholders throughout the process to ensure their perspectives and needs are consistently understood and considered.	Partnering with stakeholders for the development and delivery of mutually preferred solutions, initiatives, or programs for joint decision making.	To support and place reciprocal and timely final decision-making in stakeholders’ hands.

METHODS OF ENGAGEMENT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<ul style="list-style-type: none"> • Tailored digital communication (email, eDM) • Team meetings • Department updates • Stakeholder e-newsletter • PBR website • PBR social media (Facebook & Instagram) • PBR staff intranet • PBR internal Monthly News e-publication • PBR Weekly Notice e-publication • PBR media releases • PBR external Community Newsletter • Q&A fact sheets • PBR briefing, presentation or event • Cross-project sharing opportunities • Conferencing & webinars 	<ul style="list-style-type: none"> • Tailored digital communication (email) • Surveys • One-on-one meetings • Workshops • Focus groups • User groups • Community meetings • Social media (internal Volunteer Page or external Facebook and Instagram accounts) • Assessments panel • Roundtable discussions • Informal discussion - networking • Conferencing & webinars 	<ul style="list-style-type: none"> • Tailored digital communication (email, eDM) • Facilitated key stakeholder forums • Meetings with other target community groups (i.e. - parents, youth, etc) • Advisory bodies (ONRSR) • Workshops • CALD group workshops • Volunteer leadership programs • Roundtable discussions • Project reference groups • Conferencing & webinars 	<ul style="list-style-type: none"> • Contracted research partnerships • Funding grants with State and Federal Government • Funding grants and partnerships with local tourism bodies (Yarra Ranges Tourism, Cardinia Shire Council) • Stakeholder committees • Co-design workshops • Collaborative events or Projects • Conferencing & webinars 	<ul style="list-style-type: none"> • Providing best practice resources and tools for partners and community groups • Advise other railways and support their work • Professional development and capacity building opportunities

OUR STAKEHOLDERS

The following known stakeholders are part of an ever-changing list of groups that the PBRB looks forward to engaging with. This stakeholder list is not exhaustive and will be regularly updated as partnerships evolve.

STAKEHOLDER GROUP	EXAMPLES OF GROUP MEMBERS	METHOD OF ENGAGEMENT	FREQUENCY
Cultural Heritage Groups	<ul style="list-style-type: none"> • Traditional Custodians – Bunurong and Wurundjeri • Local Aboriginal Land Council 	<ul style="list-style-type: none"> • Undergoing development of a Reconciliation Action Plan 	
Government at local, state and federal levels, including local MPs, departmental staff, regulatory bodies and statutory authorities	<ul style="list-style-type: none"> • Federal and State Government • The Victorian Premier • Federal Minister for Trade, Tourism and Investment • State Minister for Tourism, Sport and Major Events • Department of Jobs, Precincts and Regions • Department of Education and Training 	• Tailored digital communication (email)	Ongoing or as required
		• Face-to-face / telephone briefings	As required
		• Media Release	As required / for approval
		• Annual Report	Annual
		• eMotion Stakeholder Newsletter	Regularly as required
		• Media launches	As required (i.e. Lakeside Visitor Centre)
	<ul style="list-style-type: none"> • Cardinia Shire Council • Yarra Ranges Shire Council • Council Information Centres 	• High level CEO meetings with Board members	As required
		• Tailored digital communication (email)	Ongoing or as required
		• Onsite or telephone meetings with relevant Department Managers	As required
		• Media Release	As required
• eMotion Stakeholder Newsletter		Regularly as required	
• Website		Ongoing	
• Social Media		Ongoing	
• Famils	As required / requested		

STAKEHOLDER GROUP	EXAMPLES OF GROUP MEMBERS	METHOD OF ENGAGEMENT	FREQUENCY
Board of Management	• n/a	• Board Meetings	Monthly
		• Sub-committee Meetings	As required
		• Onsite or telephone meetings with CEO / Board Secretary	As required
		• Tailored digital communication (email)	Ongoing or as required
		• Business Plans, Marketing and Communications Plans	Ongoing or as requested
		• eMotion Stakeholder Newsletter	Regularly as required
		• Intranet	Ongoing
		• Monthly News Publication (internal)	Monthly
		• Website	Ongoing
		• Social Media	Ongoing
Puffing Billy Team Members	• n/a	• Annual Report	Annual
		• Tailored digital communication (email) from Board or Department Managers, CEO	Ongoing or as required
		• Intranet	Ongoing
		• One-on-one or department meetings with Branch Managers / Human Services	As required
		• Leadership Team meetings and Branch meetings	Monthly
		• Whole team (staff and volunteers) presentations, workshops or briefings	Quarterly
		• Monthly News Publication (internal)	Monthly
		• Weekly Notice (internal operational update)	Weekly
		• Website	Ongoing
		• Social Media	Ongoing
• Media Releases & FAQs	As required		
• Surveys or Focus Groups	As required		
• Volunteer's Representative Group and the Young Volunteer Representative Team	Monthly		

OUR STAKEHOLDERS

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Puffing Billy Preservation Society (PBPS)	<ul style="list-style-type: none"> • Executive Committee • PBR staff and volunteers are also PBPS members 	<ul style="list-style-type: none"> • Tailored digital communication (email) from PBR secretary or Board Chairman 	Ongoing or as required
		<ul style="list-style-type: none"> • Media Releases & FAQs 	As required
		<ul style="list-style-type: none"> • Department updates (i.e. Events) 	As required
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • Monthly News Publication (internal) 	Monthly
		<ul style="list-style-type: none"> • eMotion Stakeholder Newsletter 	Regularly as required
		<ul style="list-style-type: none"> • Relevant workshops (i.e. – included in recent rebranding workshops) 	As required
		<ul style="list-style-type: none"> • Media launches 	As required
Local residents	<ul style="list-style-type: none"> • Yarra Ranges Shire • Cardinia Shire 	<ul style="list-style-type: none"> • Tailored digital and telephone communication with relevant Department 	Ongoing or as required
		<ul style="list-style-type: none"> • Community meetings • User Groups • Focus Groups • CALD workshops • Surveys • Presentations 	As required
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • Letters to Residents 	As required
		<ul style="list-style-type: none"> • Advertising / Advertorial / Editorial / other Marketing collateral (signage, posters, brochures, etc) 	Ongoing

STAKEHOLDER GROUP	EXAMPLES OF GROUP MEMBERS	METHOD OF ENGAGEMENT	FREQUENCY
Community	<ul style="list-style-type: none"> • Communities located near land forming part of PBR • Community and Resident Action Groups • Primary & Secondary schools 	• Community meetings	As required
		• Tailored digital communication	Ongoing or as required
		• Letters to community members	As required
		• Media release	As required
		• Website	Ongoing
		• Social Media	Ongoing
		• Community meetings	As required
		• User Groups	As required
		• Focus Groups	As required
		• CALD workshops	As required
		• Surveys	As required
		• Presentations	As required
		• Advertising / Advertorial / Editorial / other Marketing collateral (signage, posters, brochures, etc)	Ongoing
Volunteering Groups	<ul style="list-style-type: none"> • Volunteering Victoria • Volunteering Australia • Cultural Volunteer Managers Network • Volunteer Engagement Sub Committee • Volunteer's Representative Group • Young Volunteer's Representative Group • Children and young people associated with PBR – Youth Advisory Group Members 	• Tailored digital and telephone communication with Volunteer Services Team	Ongoing or as required
		• Media Releases	As requested
		• Media Famils	As requested
		• Website	Ongoing
		• Social Media	Ongoing

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Heritage Groups	<ul style="list-style-type: none"> • Emerald Museum 	<ul style="list-style-type: none"> • Tailored digital communication (email) from PBR Management 	Ongoing or as required
		<ul style="list-style-type: none"> • Onsite or telephone meetings with relevant Department Managers 	As required
		<ul style="list-style-type: none"> • Media Release 	As required
		<ul style="list-style-type: none"> • Surveys 	As required
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • Famils 	As required / requested
		<ul style="list-style-type: none"> • Media launches 	As required
Local Businesses Associations	<ul style="list-style-type: none"> • Belgrave Traders • Gembrook Traders • Emerald Traders 	<ul style="list-style-type: none"> • Tailored digital communication (email) from PBR Management 	Ongoing or as required
		<ul style="list-style-type: none"> • Onsite or telephone meetings with relevant Department Managers 	As required
		<ul style="list-style-type: none"> • Media Release 	As required
		<ul style="list-style-type: none"> • eMotion Stakeholder Newsletter 	Regularly as required
		<ul style="list-style-type: none"> • Surveys 	As required
		<ul style="list-style-type: none"> • Partnerships E-Newsletter 	Monthly
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • Famils 	As required / requested
		<ul style="list-style-type: none"> • Local Traders Association meetings 	Monthly or as required
<ul style="list-style-type: none"> • Media launches 	As required		
<ul style="list-style-type: none"> • Community meetings 	As required		

STAKEHOLDER GROUP	EXAMPLES OF GROUP MEMBERS	METHOD OF ENGAGEMENT	FREQUENCY
Community groups	<ul style="list-style-type: none"> • Belgrave Rotary • Model Railway • Cockatoo Station Volunteers • Gembrook local community group • Emerald Lake Park Advisory Committee • Friends of Emerald Lake Park • Emerald Village Committee • Emerald Rotary • Johns Hill Landcare Group • Emerald RSL 	<ul style="list-style-type: none"> • Tailored digital and telephone communication with Group Visitor Experience Department 	Ongoing or as required
		<ul style="list-style-type: none"> • Face-to-face meetings or site visits 	Regularly or as required
		<ul style="list-style-type: none"> • Media Release 	As required
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • eMotion Stakeholder Newsletter 	Regularly as required
		<ul style="list-style-type: none"> • Advertising / Advertorial / Editorial / other Marketing collateral (signage, posters, brochures, etc) 	Ongoing
		<ul style="list-style-type: none"> • Famils 	As requested
<ul style="list-style-type: none"> • Presentations 	As required		
Tourism Industry	<ul style="list-style-type: none"> • Yarra Ranges Tourism • Visit Victoria • VTIC • Casey – Cardinia • Tourism Board • Dandenong Ranges • Tourism • Eastern Dandenong Ranges Tourism • Local Tourism operators 	<ul style="list-style-type: none"> • Tailored digital and telephone communication with Group Visitor Experience Department 	Ongoing or as required
		<ul style="list-style-type: none"> • Face-to-face meetings or site visits 	Regularly or as required
		<ul style="list-style-type: none"> • Media Release 	As required
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • eMotion Stakeholder Newsletter 	Regularly as required
		<ul style="list-style-type: none"> • Advertising / Advertorial / Editorial / other Marketing collateral (signage, posters, brochures, etc) 	Ongoing
		<ul style="list-style-type: none"> • Famils 	As requested
<ul style="list-style-type: none"> • Presentations 	As required		

OUR STAKEHOLDERS

STAKEHOLDER GROUP	EXAMPLES OF GROUP MEMBERS	METHOD OF ENGAGEMENT	FREQUENCY
Emergency Services	<ul style="list-style-type: none"> • CFA • SES • Police 	<ul style="list-style-type: none"> • Tailored digital and telephone communication from relevant department 	Ongoing or as required
		<ul style="list-style-type: none"> • Face-to-face meetings 	Regularly as required
		<ul style="list-style-type: none"> • Media releases 	Regularly as required
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • eMotion Stakeholder Newsletter 	Regularly as required
Local and Metropolitan Media	<ul style="list-style-type: none"> • Print • Broadcast • Digital • Social Media • Radio 	<ul style="list-style-type: none"> • Tailored digital and telephone communication from Communications / Marketing Team 	Ongoing or as required
		<ul style="list-style-type: none"> • Media Releases / Alerts 	As required
		<ul style="list-style-type: none"> • Media Famils 	As requested
		<ul style="list-style-type: none"> • Media Kits 	As requested
		<ul style="list-style-type: none"> • Website 	Ongoing
		<ul style="list-style-type: none"> • Social Media 	Ongoing
		<ul style="list-style-type: none"> • Media launches, live broadcasts and interviews 	As required
		<ul style="list-style-type: none"> • Paid Advertising and Advertorials 	As required



TELL US WHAT YOU THINK

We are committed to the continual improvement of our stakeholder engagement strategy and welcome your feedback.

Please get in touch if you think there might be something else to consider as part of our activity, on puffing.billy@pbr.org.au.



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