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## **WHO WE ARE**



## The Great Ocean Road Coast Committee is a Committee of Management formed by the Victorian Government in 2004.

We are a not-for-profit organisation responsible for managing Crown land reserves along the heritage listed Great Ocean Road in Victoria. We manage critical coastal and visitor infrastructure from Lorne Pier, through to the Fishermen's Beach Precinct in Torquay. All dollars raised through Great Ocean Road Coast's operations are reinvested back into the coastal environment, caravan parks, and the community.



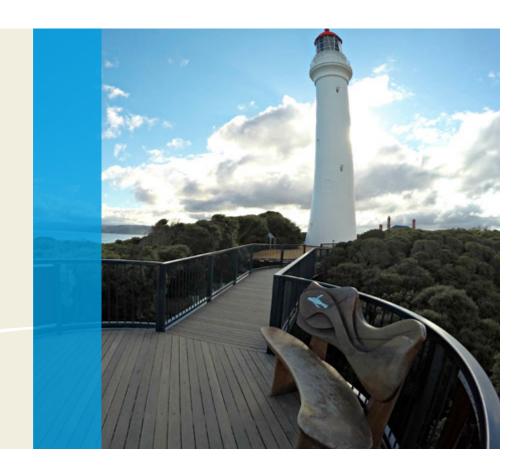
37KM

CROWN LAND RESERVES

MANAGED

\$9M

GENERATED IN DIRECT REVENUE ANNUALLY



#### **FUNDING**

The committee currently generates over \$9 million in direct revenue annually, with 80 per cent coming from the three directly managed caravan parks in Torquay, Anglesea and Lorne. The remaining 20 per cent is derived from a range of sources including lease, licence and permit fees and fee-for-service delivery.

The committee is required to reinvest all revenue it raises back into the management of its Crown land reserves, which includes caravan parks. The committee receives no recurrent funding from any level of government. Revenue is supplemented by occasional grants, which are used for special projects and environmental work.

#### **VISION**

World-leading environmental protection and coastal experiences for all.

#### **OUR MISSION**

In partnership with our community, recreation, tourism and local economy, we enhance and effectively manage the Great Ocean Road coastal environment.

We do this by reinvesting the income generated through our caravan parks, leases, permits and licences back into conservation, facilities, assets and infrastructure and education and engagement programs.

## **AREAS OF MANAGEMENT**

We manage 37 kilometres of Crown land reserves along the coast in the Surf Coast Shire, from Point Impossible east of Torquay to the Cumberland River southwest of Lorne.

## **ROLES AND RESPONSIBILITIES**

Our role is to manage Crown land reserves and their values on behalf of the State and for the use and enjoyment of the community. In fulfilling this role, we hold a variety of powers through Section 15 of the Crown Land (Reserves) Act 1978.

#### **STRUCTURE**

Committee members are appointed under the *Crown Land (Reserves)*Act 1978 for a term of three years by the Minister for Energy, Environment and Climate Change, and are selected through a public, skills-based expression of interest process.

The 12 committee members meet regularly to oversee and provide strategic direction to the organisation.

Our staff team comprises around 45 full time employees, covering areas ranging from caravan park management, conservation, education and strategic and environmental planning through to outdoor works and financial operations.

## LETTER FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER



L-R Richard Davies, Chief Executive Officer and Ken Northwood, Chair.

It is our great pleasure to present the 2016-17 Great Ocean Road Coast Committee Annual Report. This past year, Great Ocean Road Coast continued to work closely with the community, volunteers, local businesses and tourism operators to deliver significant improvements to the environment across the 37km of coastline, under our management, from Torquay to Lorne. Following ongoing consultation with the community, partners and key stakeholders of the land we manage, we implemented another year of our Coastal Management Plan, which provides strategic direction for our work along the coastline.

Caravan parks at Anglesea, Lorne, Torquay, and Cumberland River continued to provide improved visitor experiences and flow-on effects for the local economy. They also provide 80% of our total income, which enables significant reinvestment back into coastal maintenance and development.

The Great Ocean Road Coast Committee reached an agreement, in June 2017, with the former lessees of the Anglesea Family Caravan Park to purchase the existing park assets, and will undertake

the management of the Park on 1 July 2017. As part of this transition, it is pleasing to note that at 30th June 2017, the park is fully booked for the next peak season during the summer of 2017-18.

During 2017 we have progressed work on delivering the Point Grey-Lorne Master Plan with the completion of a business case and the formation of the Project Steering Group, representing key community, government, and agency stakeholders. Working with the Project Steering Group and the private sector we expect the project to be "shovel-ready" in 2018.

We further developed the Great Ocean Road Memorial Arch Master Plan and undertook interim safety measures at this iconic site. We will continue to plan and work with surrounding communities to encourage visitors to stay longer in destinations along the Great Ocean Road.

In 2016-17, we saw significant reinvestment of lease and caravan parks income back into the caravan parks and coastal reserves in Torquay, Aireys Inlet, Anglesea, Fairhaven, and Lorne.



Moggs Creek boardwalk

This has seen significant upgrades to coastal amenities, access, and protection. These improvements contribute directly to building a visitor economy that enhances the liveability and prosperity of coastal townships.

Our Conservation Team continued their vital work with volunteers and partners, clearing invasive weeds along the coast and revegetating with indigenous plants. The team has also been monitoring the biodiversity at various locations along the coast to help guide future conservation strategies.

Over 2000 students participated in our expanded education program which delivered a variety of services to empower schools and students with environmental leadership, and ensuring that successive generations value, protect and advocate for the precious Great Ocean Road environment.

Our Coastal Reserves Team worked across the coastline maintaining and improving the assets, beach access and visitor amenities, and responding to the sometimes unpredictable winter to repair assets in a timely manner to allow beach users full access.

Great Ocean Road Coast's work would not be possible without the support from the community, partner organisations, school students and teachers, and the dedicated environmental volunteers who contribute thousands of hours of conservation each year. In building partnerships to better care for the coast we also build capacity and develop skills within communities.

We would like to once again thank our dedicated Board members and staff for their ongoing commitment to our coast over the past 12 months. We look forward, with anticipation and excitement, in the coming year to continue delivering great services for the coast, caravan parks and the community.

Ken Northwood

Chair

**Richard Davies** 

Chief Executive Officer

IN OUR EXPANDED **EDUCATION PROGRAM** 

# BOARD STRUCTURE & PURPOSE

# The Board's powers are set out in Section 15 of the Act, and are summarised in the Committee of Management Responsibilities and Good Practice Guidelines 2003 as follows:

- manage, improve, maintain and control the land for the purposes for which it is reserved
- report on its finances and other issues as directed by the Department of Environment, Land, Water and Planning
- maintain records and administer its affairs as a public body
- exercise all such powers, functions and authorities and carry out all such duties as are conferred or imposed on it by any regulations
- carry out works and improvements on the land.

## Under the Act, the Board also has the authority to:

- undertake financial transactions, including borrowing money (with Treasurer's consent) and entering contracts
- enter tenure arrangements such as leasing and licensing for part or all of the reserve, subject to Minister's approval
- effect and enforce any regulations,
- employ staff to manage the land.

#### **OVERVIEW OF THE BOARD**

New members: Ian Coles, Shaun Cumming, Helen Gwilliam, Paulina Ramos and Jo Stevens joined the Board in 2016.

We thank outgoing members: Linton Drever, Clive Fitts.

We also thank outgoing Chair John Carlile, who resigned in January 2017. Ken Northwood was appointed as the new Chair.

## Ken Northwood [Chair, with Kylie Steel appointed Deputy Chair] Bachelor of Commerce, Diploma of Town and Regional Planning, and a Master of Urban Planning, FAICD

Ken is an experienced strategic, business and urban planner. He has worked in local government for 15 years prior to forming his own successful consulting firm in 1992. He works on major infrastructure and strategic projects throughout Victoria. Ken and his family have a home on the surf coast, and have enjoyed lifelong connections with the region.

# Kylie Steel [Deputy Chair] Bachelor of Science (Hons), Graduate Cert Business, Gradate Diploma Bushfire Planning and Design, GAICD

Kylie is an accomplished business professional and currently consults in the fields of Bushfire Science and Climate Change.

She has worked as a Marine Biologist in the Western Australian pearling industry and has been the director of a construction company specialising in the implementation of sustainable water solutions across Australia.

Kylie lives in Torquay with her family is a keen runner, mountain bike rider and loves to spend time sailing the Australian coastline.

### lan Coles Bachelor of Engineer (Hons), Graduate Diploma Business Administration, FAICD

lan is a professional company director and consultant, working with and on Boards in the public and private sectors. He has a wealth of experience as a senior manager, delivering and managing practical environmental management programs and projects. Ian was Chief Executive Officer of EcoRecycle Victoria for nine years and was a member of the EPA Victoria Risk and Audit Committee.

# Shaun Cumming Bachelor in Environmental Engineering, Bachelor of Science and a Master of Business Administration

Shaun is the Operations Manager for Barwon Water, with extensive experience in project management, construction management and business development. Shaun has a young family, and enjoys surfing, bike riding, running and walking along one of the most beautiful coastlines in the world.



## Helen Gwilliam Bachelor of Laws and a Graduate Diploma in Journalism

Helen lives in Melbourne and currently works as a governance and financial compliance manager in the not-for-profit sector. She holds a Bachelor of Laws and a Graduate Diploma in Journalism with more than a decade in Crown land management experience in the Victorian Public Service, with a particular interest in sustainable tourism and recreation uses of public lands, and the management of Crown land caravan parks. Helen is also a committed community radio volunteer, with a focus on increasing media representation and self-advocacy by people with disability.

## Rebecca Hull Bachelor Landscape Architecture (Honours)

Rebecca is a Registered Landscape Architect and the Principal of Loci, a Jan Juc based design studio. Over the past 15 years, she has worked in the Surf Coast region, Melbourne and overseas, with a focus on public spaces, community places and coastal environments. Rebecca has established local connections through her involvement in community projects and groups including Jan Juc Coast Action.

## Daniel Marquet Bachelor of Laws and Bachelor Science

Daniel is a partner of leading national law firm Corrs Chambers Westgarth and practices in the areas of litigation, insurance and trade practices law.

He has a particular interest in insurance and risk issues relating to the management of public land. Daniel and his family have a house at Lorne where he surfs as often as possible.

## Sam Noelker Bachelor of Engineering (Civil) [Honours], Member of the Institute of Engineers Australia

Sam is a qualified Senior Maritime Engineer working for AW Maritime Pty Ltd in Port Melbourne and a Member of the Institute of Engineers Australia. He brings insights to the challenges associated with coastal adaptation and the phases for successful infrastructure delivery. Sam and his family are frequent users of the Victorian coastline.

# Paulina Ramos Bachelor of Biology, Diploma of Sustainable Livelihoods, Diploma of Soil Science, Graduate Diploma of Education (secondary), Currently studying master of Science (Sustainable Regional Development)

Paulina is a biologist with a specialisation in botany, soil science and sustainable livelihoods. After migrating to Australia, Pauline became a horticulturist and environmental educator. She has participated in the ANGAIR Committee of Management and assisted with estuary monitoring with the Corangamite Catchment Management Authority since 2013. Pauline is currently studying toward a masters in Sustainable Regional Development and enjoys trail running and mountain biking.

## Jaclyne Scally Bachelor of Applied Science [Env. Mgmt.] [Hons]

Jacylne is an environmental consultant with RM Consulting Group and has experience in strategy development, community and stakeholder engagement, community based natural resource management and social research. Jaclyne has a passion for working with communities to achieve practical outcomes for the environment. Her office is based in Torquay, and she enjoys surfing, mountain biking and camping along the Surf Coast.

# Jo Stevens Bachelor of Business, Masters of Change Leadership and Organisation Dynamics

Jo is a Change Management Consultant, whose experience includes the design and delivery of major corporate change transformation programs (including a global transformation program), cultural and behavioural change programs, training, project management and business process improvement initiatives. She has held a role on a Victorian Public Hospital Board for 6 years, with strong corporate and board governance skills. Jo is a keen surfer and mountain biker.

## SENIOR MANAGEMENT TEAM



L-R. David Petty, Richard Davies, Steve Major, Alex MacDonald, Steve Currie, Katie Dolling, Caleb Hurrell

## Richard Davies Chief Executive Officer

Richard Davies joined Great Ocean Road Coast Committee in August 2008 was appointed the Chief Executive Officer in September 2010. Richard has a degree in civil engineering and postgraduate qualifications in accounting, and has held senior executive roles in the construction and energy industries.

## Steve Major Finance Manager

Steve Major is the Finance Manager and is a qualified accountant with more than 20 years' experience in financial management. He joined the former Lorne Foreshore Committee of Management in 1999 before it amalgamated to become the Great Ocean Road Coast Committee in 2004.

## Stephen Currie Commercial Manager

Stephen Currie joined the management team in April 2016 as the Commercial Manager. He has a strong background in hospitality and customer services delivery and has worked nationally in this field. He holds qualifications in business and hospitality management from Victoria University and has extensive experience in commercial management roles.

## Katie Dolling Environment and Education Manager Maternity Leave Appointment

Katie Dolling joined the management team in September 2016, taking on Alex MacDonald's role while she is away on maternity leave. Katie has completed her Bachelor of Arts/ Science degree at Melbourne University majoring in environmental science and geography. She has also completed her Graduate

Diploma in Environment, focusing on policy governance and communications. Katie's role includes working with and supporting environmental volunteer groups, the GORCC education team and environmental management as well as master plan development and implementation. Katie spent three years at the University of British Columbia working on sustainability programs and working towards her masters degree.

## Alex MacDonald Environment and Education Manager

Alex MacDonald was appointed as Environmental Projects Coordinator in 2014. Alex has a background in environmental planning and communications and has previously held roles at the (former) Department of Environment and Primary Industries. Alex's role includes working with and supporting environmental volunteer groups, the GORCC education team and environmental management as well as master plan development and implementation. Alex is currently on maternity leave.



## Caleb Hurrell Coastal Reserves Manager

Caleb Hurrell joined the management team in 2016 as the Coastal Reserves Manager and holds a science degree majoring in conservation, ecology and biology. Caleb is passionate about environmental protection and has more than 10 years' conservation experience having worked with the State Government in pest management and teaching Conservation Land Management and Horticulture at Gordon TAFE. Caleb is a keen fisherman and surfer and has a thorough understanding of coastal user groups along the Great Ocean Road.

## David Petty Community Engagement Manager

David Petty was appointed the role of Community Engagement Manager in 2016. David is a highly credentialed media and community engagement professional and has a strong background working in Crown land environmental work from Parks Victoria. David holds a degree in political science and history, along with further specialist qualifications in writing, communications and community engagement.

## **ENVIRONMENTAL EDUCATION**

"Working with Great Ocean Road Coast Committee (GORCC) has given me the opportunity to really enrich my student learning and allow them to have a fully immersive education experience that we are then able to build upon in the class room. The programs are a real asset to the community as a whole and we are very lucky to have this available on our door step."

Gavin Wake - Gordon TAFE Geelong

"Operation Newstart Geelong has been working with Pete Crowcroft and the Great Ocean Road Coast Committee since the beginning of 2015. Our participants have reported that the landcare aspect of the program has made them feel a sense of genuine contribution to the environment. The locations chosen have provided a therapeutic setting for our young people to connect with nature and reflect on their personal choices."

Nick Sack - Operation Newstart Geelong

"The boys had an excellent day today, made more enjoyable by the efforts from you guys at GORCC. You were a fantastic source of information for the boys, and they really appreciated the way you presented to them. It's not very often you get a group of 15 year olds working physically without complaining, so you obviously hit the right note!"

Lukas Capicchiano – St Joseph's College Geelong

Our free environmental education programs offer people of all ages the opportunity to experience and learn about coastal environments, fostering a sense of appreciation and ownership and teaching others how to take small actions that make a difference.

In 2016-17 nearly 2,000 individuals participated in one or more of our education programs or activities.

## ENVIRONMENTAL EDUCATION PROGRAM

More than 1600 individuals ranging from kindergarten to tertiary age participated in Great Ocean Road Coast Committee's Activity Program over the past year. The flexible program caters for schools and groups and offers participants a wider range of both hands on and theoretical activity options covering a wide array of topics. The Environmental Education Program links closely with the work of the GORCC Conservation Team and the priority actions of the 2015–2020 Native Vegetation and Weed Action Plan.

#### **COAST GUARDIANS PROGRAM**

One-hundred and fifty Year 9 students from four local schools took part in our 2016 Coast Guardians Program which sees each school take ownership over the rehabilitation and protection of a coastal site. The students learn about the coast and also connect with our community partners such as Coast Action groups, Birdlife Australia, the Corangamite CMA Water Watch Program and Estuary Watch Program. Partnerships were also formed with other agencies who collaborate with the Coast Guardians such as: Zoos Victoria, Tangaroa Blue, Barwon Coast, Surf Coast Shire, Parks Victoria and the Department of Economic Development, Jobs, Transport and Resources.

The schools come together in a day of annual learning and celebration at the end of year Forum, with the 2016 celebration featuring a Wathaurung Welcome to Country and Smoking Ceremony performed by Tammy Gilson, activities with Anglesea-based environmental educators EcoLogic, filmmaker Jarrod Boord, local artist Lisa Hunter, the Marine and Freshwater



Discovery Centre, and a guest presentation from Angeline Charles of DELWP and community radio station 3RRR.

#### SUMMER BY THE SEA

In January 2017, the Great Ocean Road Coast Committee participated in the DELWP and Parks Victoria Summer by the Sea program, funding and hosting six activities across two weeks in Torquay and Lorne. The event is an opportunity for everyone to discover Victoria's marine and coastal environments.

## SUMMER CARAVAN PARK ACTIVITIES

The 2017 January camper education program was successful, with over 450 campers participating from Torquay and Lorne caravan parks in 30 activities. A booklet with information about the committee and the local environment was produced to engage primary school aged kids staying in the park. Activity sessions ranged from craft and games, to rockpool and beach investigations, to astronomy nights and birdwatching walks.

## EDUCATION AND CONSERVATION STANDS

Hundreds of community members visit Great Ocean Road Coast Committee stands at events on the coast each year. Great Ocean Road Coast Committee provides free environmental education activities at local events such as the ANGAIR Wildflower and Art Show, Nightjar Markets in Torquay, Lorne Foreshore Market, Sunbear Festival in Torquay, and school events at Torquay College and Anglesea Primary School.

## **VOLUNTEER ENGAGEMENT**

The backbone of our conservation efforts continues to be environmental volunteers, with around 20 groups working directly on land under our management. The knowledge and experience of our volunteers is an invaluable resource, which Great Ocean Road Coast, Conservation Volunteers Australia and students are able to tap into.

In 2016-17 this partnership continued, with Great Ocean Road Coast dedicating extensive on and offground support to environmental volunteer groups.

The Great Ocean Road Coast has collaborated on many projects throughout the year with these dedicated groups, providing equipment and technical support, attending working bees through to promotional and grant writing support.

2,000

PARTICIPANTS IN EDUCATION PROGRAMS

## NATURAL ENVIRONMENT PROTECTION



1,000

HOURS TO THE ON-GROUND PROTECTION OF HOODED PLOVERS OVER THE BREEDING SEASON

The natural environment is the prime value of the Great Ocean Road Coast Committee managed coast and its protection and enhancement is of the highest priority. In 2016-17, Great Ocean Road Coast Committee's intensive conservation efforts continued, led by our conservation team and supported by the efforts of environmental volunteers.

#### **COASTAL TENDER**

A large portion of Great Ocean Road Coast Committee's conservation work has been made possible thanks to funding through the Corangamite Catchment Management Authority Coastal Tender program.

Since 2011 Great Ocean Road Coast Committee has:

- received \$571,540 in Coastal Tender funding
- implemented Coastal Tender projects across 13 sites
- undertaken Coastal Tender funded works across 177 hectares of coastal reserves.
- undertaken a wide variety of conservation activities ranging from fox and rabbit control to weed eradication, revegetation and erosion control.

Environmental outcomes on Coastal Tender sites have been further boosted thanks to Great Ocean Road Coast Committee's own significant financial investment and in-kind contributions and support from community and corporate volunteers, schools and other partners.

## NATIVE VEGETATION AND WEED ACTION PLAN

Our key strategic environmental plan was reviewed. The 2015-20 plan:

- guides Great Ocean Road
   Coast Committee's on-ground
   conservation work over the next
   five years
- aims to protect and enhance ecological values along the 37km of coast under Great Ocean Road Coast Committee's care.
- sees a continued focus on the eradication of weeds which are identified as the key threat to coastal biodiversity.



The review analysed the effectiveness of conservation works undertaken over five years and determined work plans and site priorities for the next five years.

The process included consultation with local environmental volunteer groups, with volunteers providing positive feedback in relation to Great Ocean Road Coast Committee's conservation work and ongoing partnership with groups.

## **INVASIVE SPECIES CONTROL**

Control of pests such as rabbits and foxes is an important component of Great Ocean Road Coast Committee's conservation work and essential to the protection of fauna such as the threatened Hooded Plover. Over the last year, Great Ocean Road Coast has partnered with adjoining land managers such as Parks Victoria and the Surf Coast Shire in a coordinated effort to target pest species.

In 2016-17:

- the Conservation Team worked with Surf Coast Shire on coordinating the release a new rabbit biocontrol RHDV1K5 and associated monitoring and follow-up control works.
- rabbit fumigation occurred from deep creek to Point impossible.
- fox dens in the Anglesea Woodland, soapy Rocks, Point Roadknight, Melba Parade, and Whites beach were swept and fumigated.

Pre and post control monitoring will be undertaken to determine population numbers and evaluate success.

## **HOODED PLOVER PROTECTION**

Hooded Plovers are listed as vulnerable under the Environmental Protection Biodiversity Conservation Act 1999 and were recently identified as one of 20 species targeted under the Federal Government's Threatened Species Strategy.

The Great Ocean Road Coast Committee works with partners Birdlife Australia and the Friends of the Hooded Plover Surf Coast volunteers to protect these beach-nesting shorebirds.

Great Ocean Road Coast's on ground conservation work includes fencing, fox control and volunteer support, complementing community awareness activities such as our 'Save the Hoodie' campaign. The Friends of the Hooded Plover Surf Coast and Great Ocean Road Coast's Conservation Team contributed a combined in excess of 1,000 hours to the on-ground protection of Hooded Plovers over the breeding season.

## **COASTAL INVESTMENT**



Rocky Point Lookout

Coastal infrastructure is under increasing demand as population and visitation numbers increase. The Great Ocean Road Coast Committee invested almost \$1.2 million into coastal projects over the last 12 months to help manage increasing demand and expectation from coastal infrastructure and amenities. Among the improvements:

\$1.2 M
INVESTMENT IN COASTAL
PROJECTS OVER THE
LAST 12 MONTHS

## **TEDDY'S LOOKOUT**

The iconic lookout at Queens Park, Lorne, received a \$17,000 stone stair upgrade to replace the aged timber steps connecting upper Teddy's Lookout to the lower lookout was completed.

## AIREYS INLET, SPLIT POINT VIEWING PLATFORM

Work was completed on the last of the lookout upgrades at Split Point, Aireys Inlet. The new viewing platform was constructed to sensitively complement previous upgrades in the area, including the new all abilities accessible lookout next to the Split Point Lighthouse. The new path and viewing platform was designed to ensure the safety of all users, allow for environmental rehabilitation, and to reduce the impact of erosion and cliff instability.

#### **NEW STEPS AT FAIRHAVEN**

A new construction material "modwood" made from 90% recycled materials was trialled with a new set of stairs constructed at Fairhaven. The product has several advantages including a high degree of UV stability, being highly resistant to extreme weather, moisture and termites and low maintenance.

## ANGLESEA, SURF COAST WALK RE-ROUTE

The Surf Coast Walk was successfully re-routed at Anglesea due to safety concerns. The works were commissioned after engineer's reports revealed tension cracks at the cliff-face. Planning progressed for a new boardwalk to enhance the visitor experience. A new boardwalk was designed and is due for delivery in 2018.

## CARAVAN PARK MANAGEMENT



Anglesea Family Caravan Park

Situated adjacent to the beach, Great Ocean Road Coast's directly managed caravan parks in Anglesea, Torquay and Lorne offer a range of accommodation options for families, tourists and visitors, and contribute around 80 per cent of the money we spend each year on caring for the coast.

## ANGLESEA FAMILY CARAVAN PARK

After a public expression of interest process failed to find an acceptable bid for the value of the site, the Great Ocean Road Coast Committee scheduled the resumption of operation of the Anglesea Family Caravan Park in July 2017, after negotiating an early end to the current fixed-term lease and executing a Sale of Assets agreement in June.

The purchase of the assets, including cabins, laundries, jumping pillow and other buildings, will ensure there will be no change to the park infrastructure during the transition in management.

In addition to monthly newsletters, website updates and new social media accounts, Over 500 Anglesea campers and community members attended 15 information sessions throughout the year.

#### PARK IMPROVEMENTS

Upgrades to the Torquay and Lorne Caravan Parks continued over 2016-17 with projects for Torquay including:

- Camper consultation on redevelopment of Camp Kitchen/ Games room
- Road upgrades
- Cabin Upgrades
- New Hot Water systems

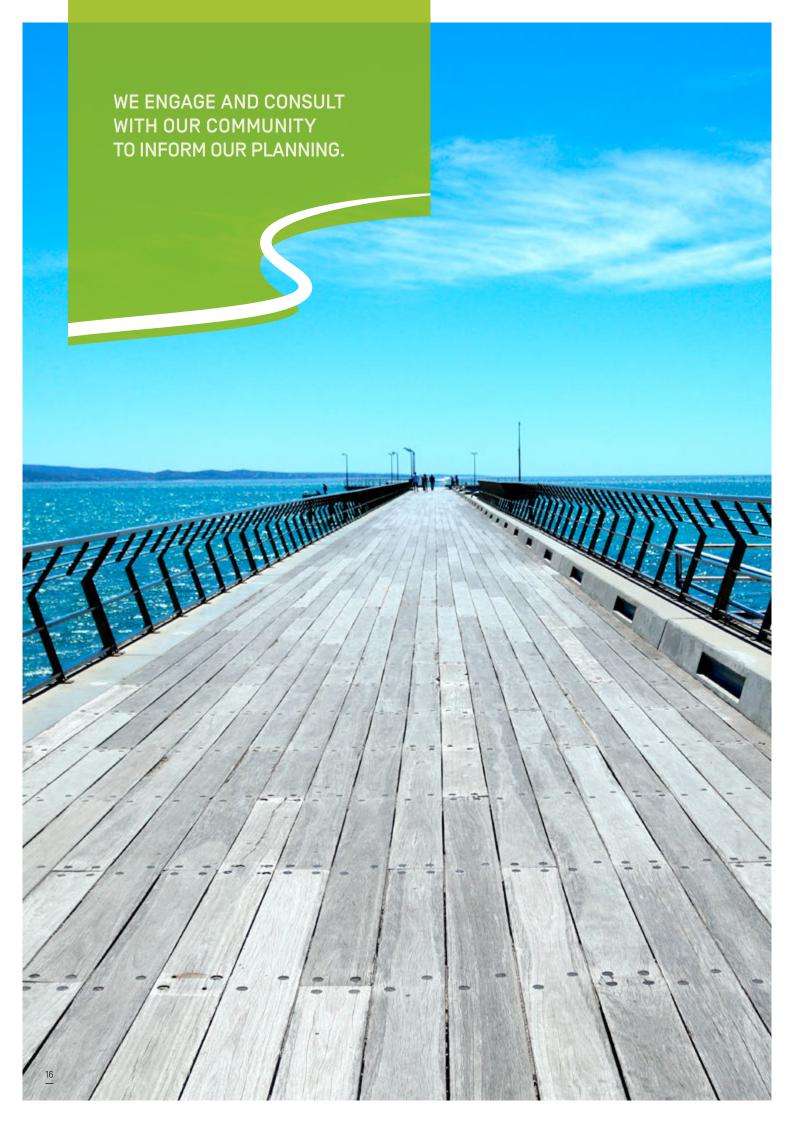
Improvements for the Lorne Foreshore Caravan Park included:

- Road upgrades
- Upgrade of Fire Protection systems across all parks to ensure we meet all required CFA standards
- Camper consultation on Queens Park development

- Erskine River Amenity Block Upgrade completion
- Re-grassing at Erskine River and Queens Park

#### **LEASES AND LICENCES**

Great Ocean Road Coast manages 21 leases, including restaurants, sailing clubs and kiosks, and 20 licences, including surf schools, food vans and markets. Revenue from these operations is reinvested back into the coast and community.



## STRATEGIC PLANNING



Considered and informed planning is critical to ensure we are using our limited resources in the most effective way. These processes are also an opportunity for stakeholders, including the wider community, to provide input into major projects and decisions. 2016-17 saw the Great Ocean Road Coast Committee complete and continue several major planning processes across the coast.

## PLANNING PROCESSES CONTINUED

In the last 12 months several significant plans and strategies were released, including:

- The Great Ocean Road Memorial Arch Master Plan – Options Paper
- An Issues and Opportunities Paper for the Lorne Central Foreshore Master Plan was released.
- Draft concepts for Lorne's Erskine Paddock were also discussed with the community.
- Concept for a new camp kitchen at Torquay were also the subject of camper consultation.

The Great Ocean Road Coast Committee continued to progress the development of several plans over 2016-17, releasing several draft plans for consultation including the Great Ocean Road Memorial Arch Master Plan. For this project, an issues and opportunities paper was released for community comment, followed by a thorough engagement process involving a multiagency working group and community reference group.

The \$90,000 project, which included \$50,000 from Great Ocean Road Coast, will delivered a business case for redeveloping the precinct, including a cost benefit analysis and an outline of the potential economic and social benefits.

Great Ocean Road Coast has worked closely with the Lorne and Surf Coast community to develop plans for the precinct upgrade to-date, and proposes a \$6.9 million redevelopment including:

- Redeveloping two existing buildings, including a stand-alone aquatic and angling clubroom, featuring an opportunity for private sector investment
- Improving to public open spaces
- Building new picnic and BBQ areas.

This project will be further supported by proposed development of the adjacent Queens Park caravan park.

#### LOOKING TO THE FUTURE

Over the next financial year, several new planning processes will commence, including a master plan for the Lorne Central Foreshore. Thorough planning with the community is integral to the ongoing management of the coast.

## **COMMUNITY AND PARTNERSHIPS**



Connecting with the wider community is an essential part of successful coastal management. Great Ocean Road Coast strives to communicate, engage and partner with a wide range of coastal users and stakeholders in order to achieve the best possible outcomes for the coast.

#### **COMMUNITY**

Great Ocean Road Coast Committee offers a wide range of opportunities for others to have input into major projects and decisions and to provide feedback on work. In 2016-17, more than 200 groups or individuals made a submission or completed a survey on one of Great Ocean Road Coast Committee's major projects, including the Great Ocean Road Memorial Arch, Lorne Foreshore Master Plan, Erskine Paddock, Torquay Foreshore Seawall, Point Roadknight and the Anglesea Family Caravan Park.

## **VOLUNTEERS**

The backbone of our conservation efforts continues to be environmental volunteers, with around 20 groups working directly on land under our management. These groups are estimated to contribute 10,000 hours to the coast each year – the equivalent of around six full time staff.

In 2016-17 this partnership continued, with Great Ocean Road Coast Committee dedicating extensive on and off-ground support to environmental volunteer groups. From attending working bees and providing equipment through to promotional assistance and grant writing support, Great Ocean Road Coast works closely with these dedicated groups each year.

10,000
HOURS SPENT BY
VOLUNTEERS EACH YEAR



#### **COASTAL GRANTS**

Each year Great Ocean Road Coast Committee provides \$10,000 in grant funds towards approved environmental or community activities in coastal areas under our management. Grant funding of up to \$2,500 is available per project. Winners in 2016 were:

- ANGAIR for supplies for the new Propagation Centre in Anglesea, including seed tubes, potting mix bins and watering hoses.
- Fairhaven Surf Life Saving Club - toward an education and restoration program to protect the dunes near the Fairhaven Surf Life Saving Club including the revegetation with indigenous plants.
- Anglesea Motor Yacht Club for the preservation and restoration of the historical 'Inverlochy' anchor, including plaque with the historical origins of the anchor.

- Jan Juc Coast Action for the promotion of the Surf Coast Nature Search online interactive website through touchscreen devices, which will be promoted at the Torquay Foreshore Caravan Park.
- Torquay Coast Action to help continue the restoration project at Deep Creek with additional planting to link previously restored sits to the north and south of the estuary.

#### SAVE THE HOODIE CAMPAIGN

In 2016-17, Great Ocean Road Coast Committee launched the 'Save the Hoodie' campaign in an effort to increase Hooded Plover chick survival rates on the Surf Coast.

The branded campaign, which is targeted at changing beachgoer behaviour (with a particular focus on dog owners), supports intensive, on-ground efforts conducted Great Ocean Road Coast Committee's Conservation Team and dedicated Friends of the Hooded Plover Surf Coast volunteers.

Over the 2016-17 breeding season the campaign's excellent reach and overwhelmingly positive response exceeded expectations, with extensive media coverage, noted changes to dog-owner behaviour, and widespread evidence of strong community and stakeholder support. The 2016-17 campaign was supported by Birdlife Australia, Friends of the Hooded Plover Surf Coast, the Surf Coast Shire and Ghanda.

# REPORTING ON THE STATEMENT OF EXPECTATIONS:

## CATEGORY 1 COASTAL COMMITTEES OF MANAGEMENT BARWON SOUTH WEST REGION

The Department of Environment, Land, Water and Planning (DELWP) provides a Statement of Expectations to the Barwon South West, Category 1 Coastal Committees of Management, including the Great Ocean Road Coast Committee.

Great Ocean Road Coast has fulfilled its functions in accordance with:

• The Crown Land (Reserves) Act 1978 (CLRA) and all other laws and obligations that bind your committee and its members, including the Public Administration Act 2004, the Directors' Code of Conduct and related codes and frameworks issued by the Victorian Public Sector Commission (VPSC); and the Victorian Government's policies, priorities and objectives, including the Victorian Coastal Strategy (2013) and Victoria's Regional Statement.

## REPORTING ON PRIORITY ACTIONS.

## PRIORITY 1: USE OF THE RESERVE

Provide DELWP with a report on tenures, within 12 months. Great Ocean Road Coast Committee has completed review of all tenures, including rental regimes, and presented the report to DELWP with this Annual report.

Great Ocean Road Coast sought Coastal Management Act 1995 consent from DELWP for any use and developments on Crown land by third parties.

## PRIORITY 2: COASTAL MANAGEMENT PLAN

Prepare a new Coastal Management Plan.

Great Ocean Road Coast has completed the review of the 4th Year of the Great Ocean Road Coast Committee Coastal Management Plan – 2013-2018 - and have commenced preparations for a new plan for 2018 to 2023.

## PRIORITY 3: COMMUNITY CHARTER

Ensure community engagement is considered in all decisions and is consistent with VAGO's Public Participation in Government Decision making.

Great Ocean Road Coast incorporated DELWP's Community Charter into its Communications and Engagement Strategy and applied VAGO's recommendations with all its projects.

## PRIORITY 4: COMMUNICATIONS PROTOCOLS

Develop communications procedures and liaise with DELWP consistent with Communications protocol.

Great Ocean Road Coast's communications policy and procedures are in place and regularly liaised with DELWP's communications department.

#### **PRIORITY 5: REPORTING**

Report annually on the implementation of this Statement of Expectations.

The Great Ocean Road Coast Committee provided an annual report to DELWP for the 2015/2016 year and a report from our Chair on the implementation of the Statement of Expectations.

#### **PRIORITY 6: PROCUREMENT**

Ensure suitable procurement policies and procedures are in place.

The Great Ocean Road Coast Committee's purchasing policies are consistent with Victorian Public Sector requirements and the DELWP Model Policies.

## PRIORITY 7: COMMITTEE'S POLICIES

Ensure Committees of Management have suitable policies in place, which are consistent with DELWP's model policies.

Great Ocean Road Coast has policies in place consistent with the DELWP model policies and regularly reviews all Polices under the supervision of the Audit and Risk Management Committee.

## STANDARDS OF CONDUCT

The Great Ocean Road Coast Committee confirms that each Board member has ensured that their conduct is consistent with the required standards and acted consistently within the public sector values.



Great Ocean Road Coast's Director's Code of Conduct also complies with the public sector values and the general duties of 'directors' [Board members] in section 79 of the *Public Administration Act 2004.* 

## OVERARCHING DUTIES, RESPONSIBILITIES AND GOOD PRACTICE

Board members have:

- acted consistently with the Great Ocean Road Coast Committee's functions and objectives
- made decisions in the public interest;
- act in accordance with the Great Ocean Road Coast Committee's accountability to the Minister;
- ensured the Minister and the Secretary of DELWP are informed (via the DELWP Relationship Manager) of all known major risks to the effective operation of the Great Ocean Road Coast Committee, including emerging risks, and of the systems in place to address those risks; and
- unless prohibited by law, provide the Minister and DELWP, in its role as an 'extension of the Minister', with any information about the Great Ocean Road Coast Committee and its operations that is requested.



## COAST MANAGEMENT PLAN REPORT

#### **KEY PERFORMANCE INDICATORS**

#### 1. MONITORING

## KPI 1: Implement Coastal Management Plan on time

Target: 90% of actions completed. Measure: Six-monthly reviews of the CMP's implementation program. KPI On track. Year 5 will see the 90% target achieved.

### 2. ECONOMIC

## KPI 2: Increase investment on the coast and caravan parks.

Target: 5% increase annually on total expenditure.

Measure: Annual financial statements. KPI achieved for Year 4.

#### 3. SOCIAL

## **KPI 3: Increase community** participation.

Target: 5% increase annually in the number of people engaging with and participating in relevant opportunities to care for the coast. Measure: Education program

attendances, annual forum attendances, newsletter subscriptions, web hits, volunteer participation rates, survey responses levels.

KPI achieved for Year 4.

## 4. MAINTAIN A HIGH LEVEL OF STAKEHOLDER **SATISFACTION WITH GREAT OCEAN ROAD COAST.**

Target: 85% overall satisfaction rate with services and facilities. Measure: User surveys, feedback forms (e.g. caravan parks, education programs).

## The responses to this question for the 2016-17 year are as follows:

Torquay caravan park overall satisfaction rate: 92.6% (previous year 96%)

Lorne caravan park overall satisfaction rate: 89.4% (previous year 84%)

The satisfaction rate of users of the GORCC managed coast is measured through the Coastal User Survey. This survey is conducted every two years with the next survey scheduled for late 2017. KPI partly achieved for Year Four - based on only one of the two measures to be used.

## 5. MAINTAIN COMMUNITY ACCESS TO THE COAST.

Target: Maintain or improve the community's overall satisfaction rate with their experience accessing the coast to 2018. Measure: User surveys. 2017 survey results to be collected

in late 2017 will provide a measure

for year 4.

## 6. ENVIRONMENTAL: IMPROVE THE CONDITION OF TERRESTRIAL HABITAT

Target: 30% improvement by 2018 in the quality of habitat.

Measure: Habitat condition

assessments.

Update of the four management zones will be provided during year 5 of Plan.

## 7. REDUCE THE OCCURRENCE OF VERTEBRATE PESTS

Target: 15% reduction by 2018 in the density of vertebrate pests. Measure: Spotlighting, trapping, den surveys.

Insufficient data to measure KPI in year 4 but process now in place to formally collect data over the 2017-18 year.

## 8. INCREASE HOODED **PLOVER NUMBERS**

Target: 20% of Hooded Plovers nesting to produce fledglings by 2018.

Measure: Bird surveys.

Too early to properly measure KPI. Year 4 results are the most positive since commencement of this program.

## **BOARD STOCKTAKE**



#### **CUSTOMERS/STAKEHOLDERS**

- DELWP statement of satisfaction with:
  - response to Anglesea tender review
  - purchase of Anglesea Family Caravan Park
- Strong agency acceptance of, and enthusiasm for Point Grey Project Steering Group process
- Solid acceptance of Anglesea Family Caravan Park transition by existing campers.

#### **PROCESS & PROJECTS**

- Strategic planning session convened and outcomes implemented
- Major Projects Plan prepared and implemented, including specific action on all 'top 10 priorities'
- 2016-17 Capex program 100% delivery
- 2017-18 Opex and Capex prepared, costed, and viable
- Strategic Risk review underway.

## ONGOING CHALLENGES AND PRIORITIES INCLUDE:

- Coastal Management Plan review
- Implement effective Anglesea Family Caravan Park transition
- Demons Bluff, Anglesea, construction and opening
- Major Projects Plan delivery and update
- Develop an integrated marketing and sales plan for the business
- Prepare a 5 year financial sustainability plan
- Point Grey commerciality; design and documentation
- Capex delivery 2017-18
- Implement Strategic Risk review
- Lorne Foreshore Master Plan completion

#### PEOPLE/HR

- OHS incidents and mitigation reported monthly to Board, with positive performance trends in place
- Director training, including:
  - All Directors undergone formal and/or informal induction processes
  - Five Directors have attended AICD programs
  - Specific training session for capex/opex
  - Consolidation of new management team achieved.

#### **FINANCE & GOVERNANCE**

- External audit verifies the financial sustainability of the 2017-18 Opex and Capex programs
- Effective Internal Audit program completed and reported to Board
- Ability to purchase a core assets (Anglesea FCP), with a strong projected yield, from operating reserves.

## **FINANCIAL SNAPSHOT**

Significant financial resources are required in order for us to fulfill our role and responsibilities across the land we manage.

With no recurrent funding from other sources, around 80% of Great Ocean Road Coast's revenue is generated through the direct management of the Torquay and Lorne Foreshore Caravan Parks.

## CONSOLIDATED INCOME INCLUDING GRANTS

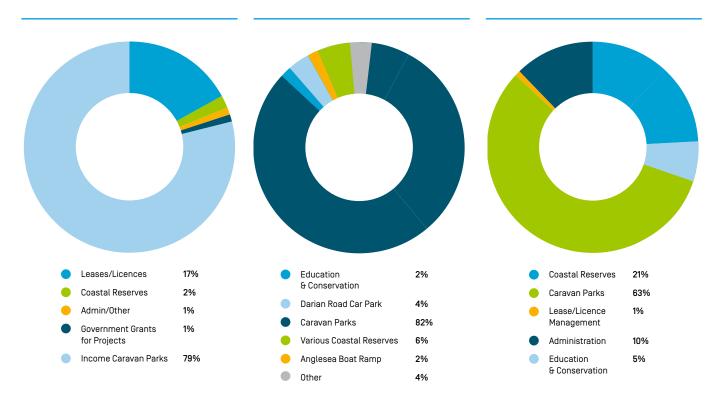
Year 2016/2017

## TOTAL CAPITAL / FUNDED PROJECT EXPENDITURE

Year 2016/2017

## **TOTAL EXPENDITURE**

Year 2016/2017

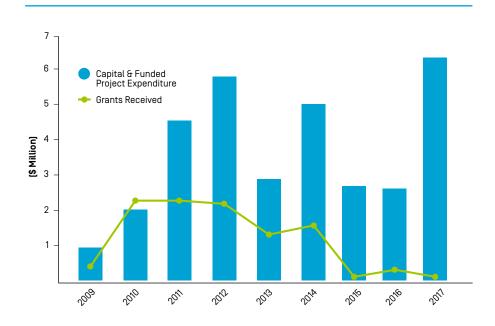


TOTAL / \$9.2 MILLION

TOTAL / \$6.3 MILLION

TOTAL / \$12.9 MILLION

## CAPITAL & FUNDED PROJECT ACTIVITIES





Cover photo (and many of the photographs featured in this report) courtesy of Ferne Millen.

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