



Great Ocean Road  
Coast Committee Inc

# COASTAL MANAGEMENT PLAN 2013



Guiding the sustainable management of the coast

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## ACKNOWLEDGMENTS

The land and its natural and cultural resources referred to in this document have long been cared for by its original Indigenous custodians the *Wada wurrung* and *Gadubanud* communities. The Great Ocean Road Coast Committee (GORCC) acknowledges this relationship and pays respect to the past and present Indigenous people for their ongoing nurturing of this land.

GORCC also recognises and is thankful for the invaluable ongoing support and contributions made by the many community groups and volunteers in caring for and helping to manage the coast.

More specifically, the support and significant contributions made by the Coastal Management Plan Community Reference Group and Agency Working Group, as well as other organisations and individuals interested in the GORCC managed coast, to the development of this document are greatly appreciated.

## ACRONYMS

<b>AWG</b>	Agency Working Group	<b>GORCC</b>	Great Ocean Road Coast Committee
<b>CAP</b>	Coastal Action Plan	<b>KPI</b>	Key Performance Indicator
<b>CCMA</b>	Corangamite Catchment Management Authority	<b>LSV</b>	Life Saving Victoria
<b>CMA</b>	Catchment Management Authority	<b>MOU</b>	Memorandum of Understanding
<b>CMP</b>	Coastal Management Plan	<b>NVWAP</b>	Native Vegetation and Weed Action Plan
<b>CoM</b>	Committee of Management	<b>PV</b>	Parks Victoria
<b>CRG</b>	Community Reference Group	<b>RCS</b>	Regional Catchment Strategy
<b>DSE</b>	Department of Sustainability and Environment	<b>SCS</b>	Surf Coast Shire
<b>ELMP</b>	Environment and Land Management Plan	<b>SLSC</b>	Surf Life Saving Club
<b>EPA</b>	Environment Protection Authority	<b>VCC</b>	Victorian Coastal Council
<b>EVC</b>	Ecological Vegetation Class	<b>VCS</b>	Victorian Coastal Strategy
<b>G21</b>	Geelong Region Alliance	<b>WCB</b>	Western Coastal Board

## DEFINITIONS

<b>Community</b>	residents, visitors and others who use and benefit from the GORCC managed coast.
<b>GORCC managed coast</b>	all Crown land reserves directly managed by GORCC.
<b>Stakeholders</b>	all people, groups or organisations with an interest in the GORCC managed coast or who affect or can be affected by GORCC's actions.

# EXECUTIVE SUMMARY

The Great Ocean Road Coast Committee (GORCC) is a Committee of Management (CoM) established under the *Crown Land (Reserves) Act 1978* to manage 37 kilometres of coastal Crown land reserves along the heritage listed Great Ocean Road between Point Impossible east of Torquay and Cumberland River south of Lorne in Victoria, Australia (see map 1 below).

GORCC has developed this Coastal Management Plan (CMP) to identify priorities and provide direction for the sustainable management of these areas over the next five years.

CMPs are developed under the *Victorian Coastal Management Act 1995* as the key tool for setting out the land management requirements for a section of the coast. This CMP is the key overarching document used for managing the GORCC managed coast and will inform the development and/or revision of other supporting plans and documents in the future.

This CMP has been developed through a comprehensive and collaborative process which involved a number of stages and activities. This included extensive engagement with stakeholders with an interest in the coast, including the community, as well as a review of a large amount of reference material and targeted research into specific issues.

Four significant, high level challenges for managing the coast were identified and were key influences in the development of the CMP: climate change; population and development; protection of the natural environment; and financial and other resources.

A vision was developed to guide management of the coast in the long term: **'Protect and enhance the breathtaking and iconic coastline with its diverse community, natural environment and rich social and cultural history as custodians for current and future generations'**. The vision forms part of GORCC's Strategic Framework, which also includes Guiding Principles and six important areas of focus for GORCC: three Strategic Priorities (Natural Environment; Community, Heritage and Traditions; Resourcing and Business Activities) and three Organisational Capabilities (Stakeholder Engagement; Planning; Governance Arrangements).



Map 1: The coast from Torquay to Lorne and its land managers (only nominal coastal strip shown).

Overall objectives and priority actions for implementing the Strategic Framework and managing the coast over the next five years are identified. Significant actions involve:

- Establishing a long term environmental monitoring program.
- Preparing new masterplans to direct day-to-day management of specific areas along the coast.
- Developing a strategy to manage car park demand and access.
- Researching the use and carrying capacity of coastal Crown land.
- Planning for adapting to the impacts of climate change.
- Expanding the involvement of stakeholders in management of the coast.

GORCC will monitor and evaluate the implementation of this CMP to ensure it is effective and achieving the desired outcomes along the coast. The results of this process will be used to continuously improve implementation of the CMP and to keep stakeholders informed of progress and engaged with the CMP.





Shell midden, Point Impossible, Torquay.

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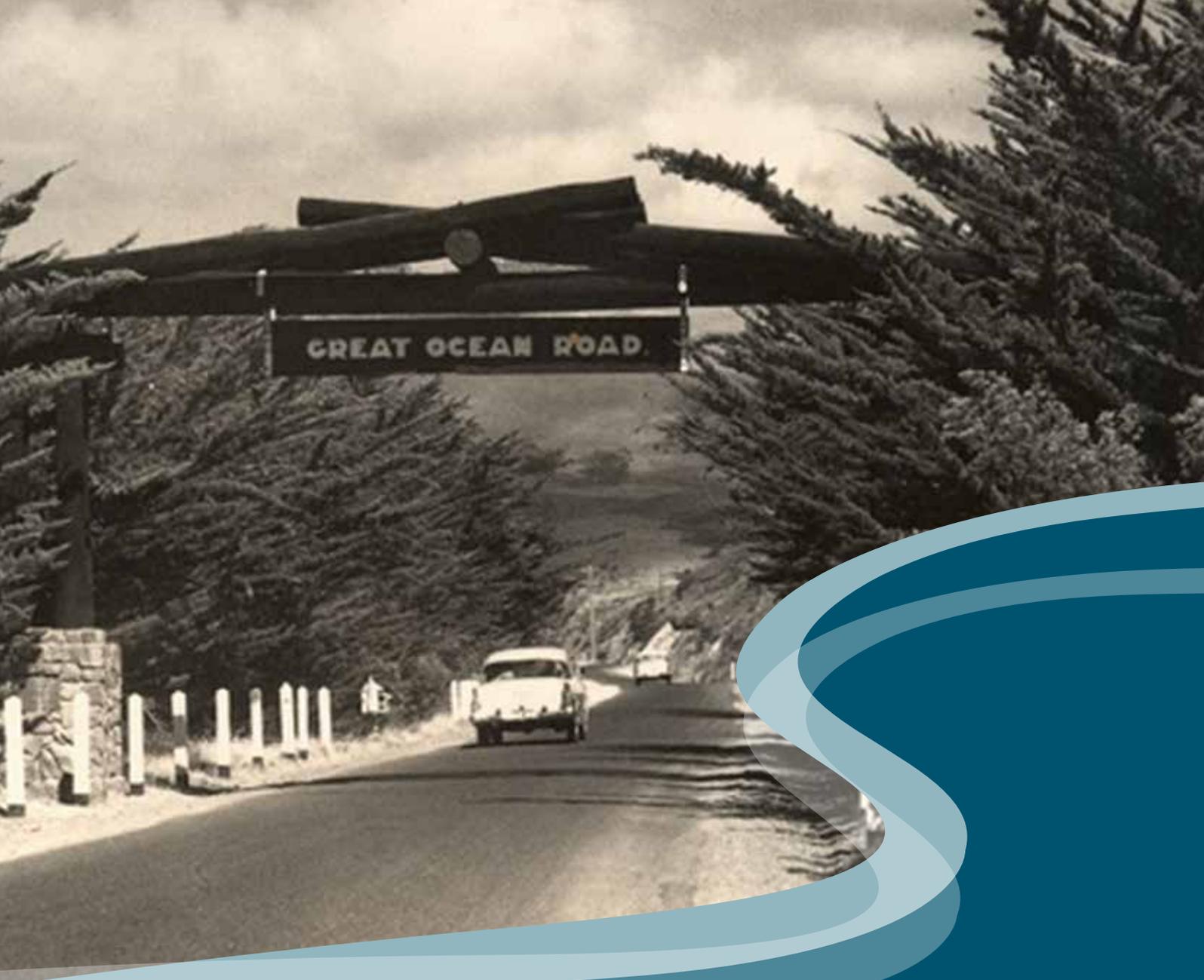
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GREAT OCEAN ROAD

## PART A: BACKGROUND

# A1 INTRODUCTION

GORCC is a not-for-profit, community based organisation responsible for managing coastal Crown land reserves along the heritage listed Great Ocean Road in Victoria. GORCC has developed this CMP to identify priorities and provide direction for the sustainable management of these areas over the next five years.

CMPs are developed under the Victorian *Coastal Management Act 1995* as the key tool for setting out the land management requirements for a section of the coast. They identify the values of the area and issues confronting it and provide direction in terms of appropriate actions and activities to take place within that area. CMPs must be consistent with other relevant plans and strategies, in particular the Victorian Coastal Strategy (2008) (VCS), and need to be prepared in consultation with stakeholders, which includes the community and relevant government agencies. CMPs provide the basis for applications to the Department of Sustainability and Environment (DSE) for new uses and developments on coastal Crown land and also provide important support for future bids for funds from government agencies and other funding sources.

This CMP is intended to have a broad scope and cover the entire GORCC managed coast (ie the Crown land reserves managed by GORCC) and the large range and number of issues relevant to it. The CMP is the key overarching document used for managing the GORCC managed coast and will inform the development and/or revision of other supporting plans and documents (eg area masterplans) in the future. Further information on the range of plans and other documents relating to management of the GORCC managed coast is provided in Section A4 (page 19).

This CMP is comprised of three main parts:

- Part A provides background information relating to GORCC and the areas it manages, the process to develop the CMP and where it sits in relation to other plans and documents.
- Part B outlines key challenges and GORCC's Strategic Framework, including a vision and guiding principles, which provide direction for the long term management of the coast, as well as a series of actions that will be implemented over the next five years. Information is also provided regarding how the CMP's implementation will be monitored and reviewed to ensure it is achieving the desired outcomes.
- Part C is a series of appendices which provide further supporting information related to the CMP.

GORCC has developed this CMP itself (rather than using external consultants) to enable the knowledge and relationships built through the process to remain with the organisation and be utilised during implementation stages.

The CMP is an agreement between the Minister for Environment and Climate Change, DSE, GORCC and the community about how the GORCC managed coast will be managed and must be given effect by all relevant stakeholders, including the local council (ie Surf Coast Shire (SCS)).

## A2 THE GREAT OCEAN ROAD COAST COMMITTEE

GORCC is a Committee of Management (CoM) formed by the Victorian Government in 2004 as a result of the amalgamation of five previous CoMs along the coast in the SCS (i.e. Torquay, Anglesea, Aireys Inlet, Fairhaven, Lorne).

Like other CoMs, the Committee Members of GORCC are appointed under the *Crown Land (Reserves) Act 1978* for a term of three years by the Minister for Environment and Climate Change, and are selected through a public, skills-based Expression of Interest process.

### A2.1 Role and Responsibilities

GORCC's main role is to manage Crown land reserves and their values on behalf of the State and for the use and enjoyment of the community, including future generations.

In fulfilling this role, GORCC gains a variety of powers through Section 15 of the *Crown Land (Reserves) Act 1978*. GORCC has the responsibility to:

- 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 DSE.
- 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.

### A2.2 Structure

The 12 Committee Members of GORCC operate like the board of any organisation, meeting regularly to oversee and provide direction to the organisation. Individual Members have significant skills and experience in a range of relevant areas, typically including governance, accounting, strategic planning and communications, and contribute these in a voluntary capacity for the betterment of the coast.

The Committee Members of GORCC at the time of developing this CMP were:

- John Carlile (Chairman).
- Dennis Barker.
- Graham Brawn.
- Linton Drever.
- Clive Fitts.
- Clinton Fraser.
- Wendy Harding.
- Ian Jupp.
- Daniel Marquet.
- Ken Northwood.
- Sophie Stickland.
- Joe Taylor (resigned July 2012).

The organisation has two main areas of operation:

- Coastal Reserves – management of the coastal Crown land reserves for which GORCC is responsible (see Section A3, page 13).
- Business Services – management of the range of GORCC revenue streams.

Both of the above areas of operation report to sub-committees of the main Committee (see Figure 1). A third sub-committee, the Audit and Remuneration Sub-Committee, oversees financial, audit and remuneration matters. Each sub-committee generally comprises six Members of the main Committee and meets every second month. Recommendations from the sub-committees are presented to the main Committee for endorsement.

GORCC's staff team usually comprises around 30 full time employees who work across the two main areas of operation.

In addition, GORCC works with a broad range of partners, including community groups and environmental volunteers (see Appendix C1, page 80), who provide invaluable support for many coastal management initiatives and play an important role in looking after the coast.

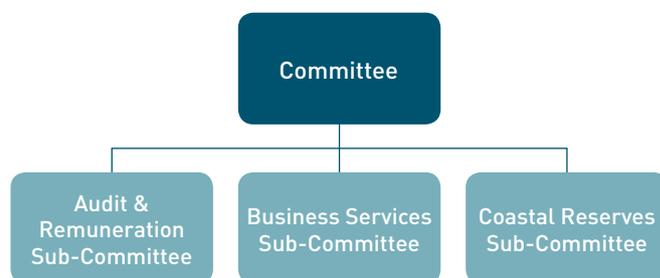


Figure 1: GORCC Committee and sub-committee structure



GORCC Conservation Team Officer and school student participating in a GORCC environmental education activity.

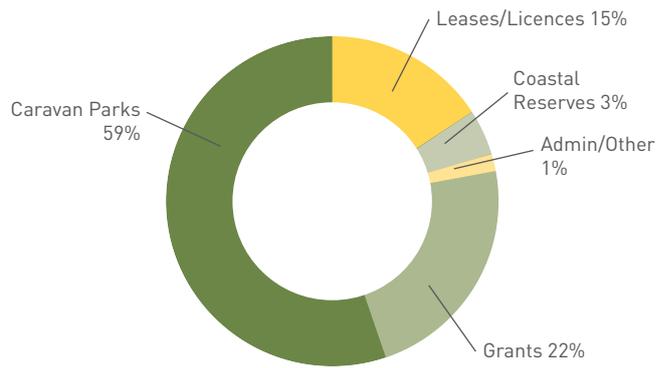
### A2.3 Funding

The CoM model in Victoria is based on CoMs generating income from their reserves to reinvest into managing them. GORCC currently generates around \$7 million in normal operating income annually with the majority coming from the two directly managed caravan parks in Torquay and Lorne. The remainder is derived from a range of sources including lease, licence and permit fees, and fee-for-service delivery. In addition, the revenue is often supplemented by grants, for example from State and Federal Governments, for special projects. However, GORCC receives no recurrent funding from any level of government. Graph 1 provides a breakdown of all GORCC revenue, including operational and grants, for the last five financial years.

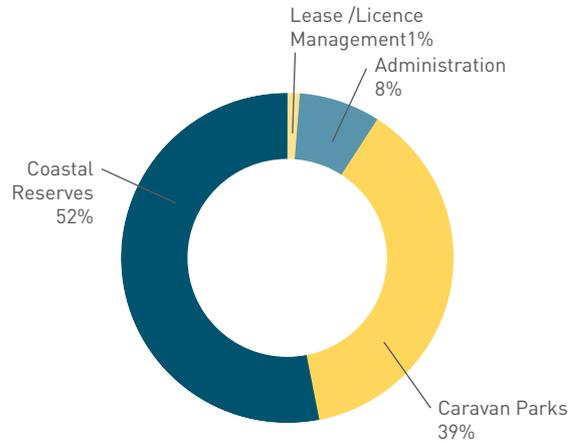
GORCC is required to reinvest all revenue it raises back into the management of its Crown land reserves, and to share this revenue appropriately across all reserves. The majority of the direct revenue is expended on looking after the coast and operating and maintaining the caravan parks, while income from grants and donations is applied to specific projects and environmental work. Graph 2 provides a breakdown of GORCC expenditure for the last five financial years.

The CMP Business Plan (see Section B4, page 72) contains further details regarding GORCC's funding, including forecast income and expenditure over the next five years as the CMP is implemented.

Further information regarding GORCC is available at [www.gorcc.com.au](http://www.gorcc.com.au).



Graph 1: GORCC gross income 2007/08 to 2011/2012, including grants.



Graph 2: GORCC expenditure 2007/08 to 2011/2012.



Surfers at 'Boobs', Jan Juc (Photo by Darren Noyes-Brown).



Busy summer day on Torquay Back Beach with the Torquay Surf Lifesaving Club in the background.

## A3 THE MANAGEMENT AREA

The area covered by this CMP is the 'GORCC managed coast' – the Crown land reserves managed by GORCC. These areas and their values are described below.

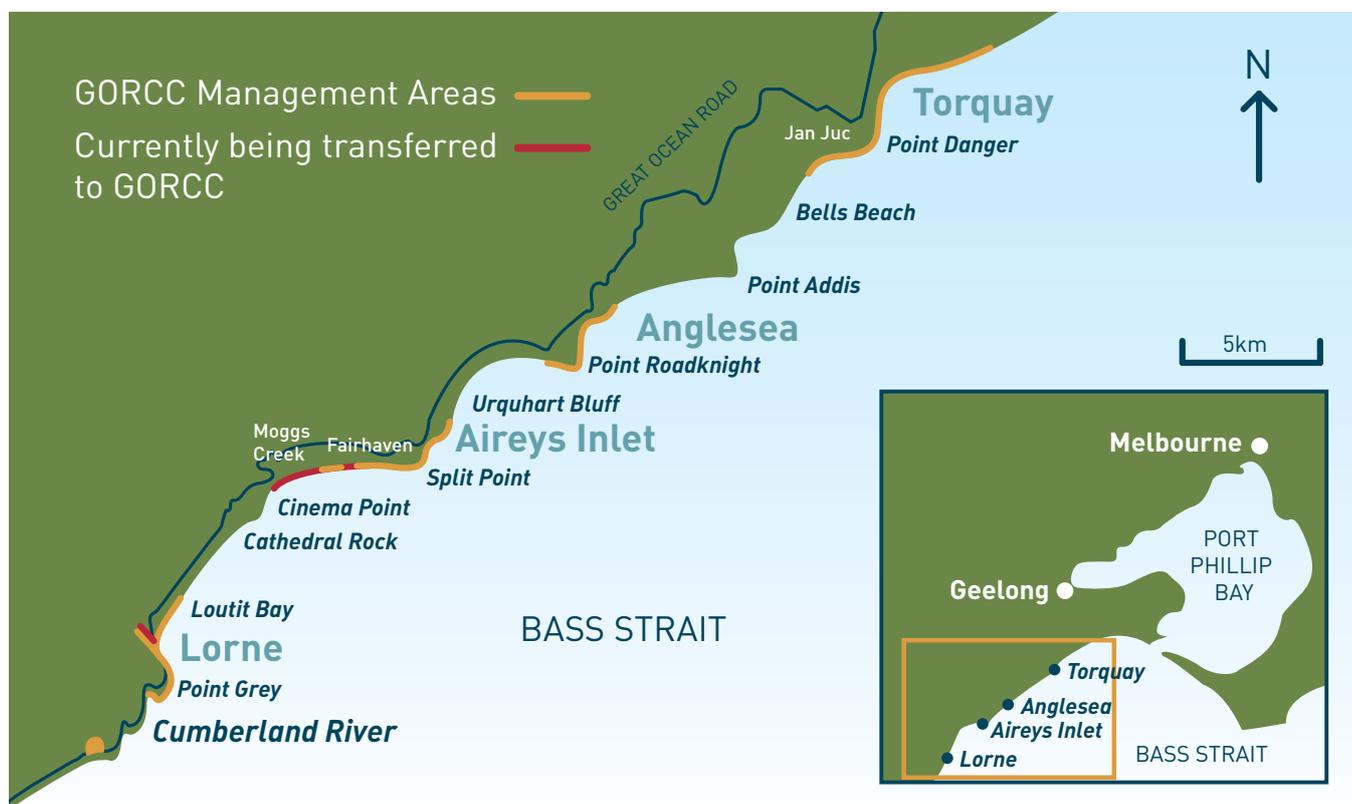
### A3.1 Crown Land Reserves

GORCC manages 37 kilometres of Crown land reserves along the coast in the SCS, from Point Impossible east of Torquay to the Cumberland River southwest of Lorne. This generally encompasses the narrow strip of foreshore between low water mark and the nearest road (eg Great Ocean Road) around the more developed sections of coast (eg existing settlements). GORCC also manages the Port

of Lorne and Queens Park in Lorne and Taylor Park in Torquay. Combined, these areas constitute approximately 540 hectares, most of which is reserved for 'Protection of the Coast' or for 'Public Purposes', with a smaller amount reserved for 'Recreation'. All the areas are managed for appropriate recreational use whilst minimising impacts on remnant values and the coastal environment.

GORCC does not own these areas – they are owned by the State of Victoria – GORCC is responsible for their management on behalf of the State and for the use and enjoyment of the community, including future generations.

Map 2 provides an overview of the areas managed by GORCC, while more detailed maps are included in Section B2.5 (pages 38-51).



Map 2: The GORCC managed coast.

### A3.2 Values

The GORCC managed coast is one of the most highly valued coasts in Victoria, or even more broadly. Results from consultation undertaken during the development of this CMP (see Section A5.2, page 22) reiterated the high significance of the coast to the community, in particular for the recreational opportunities it provides (eg surfing, swimming, walking), its natural and relatively undeveloped state and the role it plays in connecting the community (eg as a place to meet, interact and socialise with other people).

Protecting and enhancing the values of the coast are key parts of GORCC's role and have been the main consideration in developing this CMP. Significant values are summarised below.

## Environmental

The coast between Torquay and Lorne includes significant landscapes characterised by sandy beaches, dune systems, cliffs, heathlands, shore platforms and estuaries, and comprises important habitat for many flora and fauna species.

Several threatened Ecological Vegetation Classes (EVCs) are contained within the GORCC managed coast and over 68 plants of national and State significance, five endemics (four species, one subspecies) and over 110 indigenous orchid species have been recorded within the general area. These outstanding values confer national and international significance to the flora of the area<sup>1</sup>.

The GORCC managed coast contains habitat suitable to support populations of fauna species of national and State significance, with over 60 fauna species of national and State significance recorded within the general area (eg nationally significant Common Bent-wing Bat, Southern Brown Bandicoot, Long-nosed Potoroo, and State significant Hooded Plover, Rufous Bristlebird and Chesnut-rumped Heathwren)<sup>2</sup>.

The GORCC managed coast contains significant aquatic and marine values. While GORCC's role in management of these is relatively minor, these values are exceptional in areas neighbouring the GORCC managed coast and are important to consider. This includes the siting of several marine protected areas between Torquay and Lorne (ie Point Addis Marine National Park, Eagle Rock Marine Sanctuary, Point Danger Marine Sanctuary) which provide important habitat for a wide range of organisms including fish, sponges and invertebrates. A number of aquatic EVCs have also been identified in the area, including vulnerable Saline Aquatic Meadow and Seagrass Meadow in Spring Creek, Torquay<sup>3</sup>.

Landscape and geomorphological values are also important. Coastal areas managed by GORCC contain landforms, features, views or locations of exceptional aesthetic quality and have been rated as of State significance, with some of national significance (ie south of Lorne)<sup>4</sup>. Specific geomorphological and geological features of significance along the coast include cliff formations at Torquay, Jan Juc, Anglesea, Point Roadknight and Aireys Inlet.

## Social and cultural

The GORCC managed coast's natural aesthetics, heritage, accessibility and the diverse range of recreational pursuits it provides make it attractive and valuable for residents, visitors and tourists.

It has been used for thousands of years by Indigenous communities for its natural resources and remains an important part of their landscape creation stories. A relatively high concentration of Aboriginal archaeological sites occurs along the GORCC managed coast – it contains 49 registered Aboriginal Cultural Heritage Places, with a further seven sites that are currently being registered following their recent identification. These sites include artefact scatters, a fish trap and a burial site, as well as many shell middens<sup>5</sup>.

Regular use of the GORCC managed coast by non-Indigenous people began in the 1800's, and over the last 50 years in particular it has had strong associations with holidaymaking and beach culture<sup>6</sup>. Significant non-Indigenous heritage places managed by GORCC are largely associated with this theme, including the caravan parks at Torquay, Anglesea, Lorne and Cumberland River (some of which retain early structures), and those related to activities such as swimming, fishing, surf life saving and, in particular, surfing. Surfing was a relatively minor sport in Australia until a team of American surfers provided a demonstration on new balsa wood and fibreglass 'Malibu' surfboards at Torquay Surf Beach during the 1956 Melbourne Olympics<sup>7</sup>. The GORCC managed coast has since had a major association with surfing and its world-class surf breaks have helped the sport grow exponentially and the region to be recognised as the surf capital of Australia.

Other significant non-Indigenous heritage values and places relate to the pioneering industries of the area (eg timber gathering), locally important events or people, and significant development along the coast. The latter includes construction of the Great Ocean Road, which in 2011 was formally recognised for its national heritage significance through its listing on the National Heritage Register.

With foreshore areas providing the major informal Public Open Space used by residents in most coastal settlements of the SCS, the GORCC managed coast plays a critical role in providing opportunities for social contact, recreation and a sense of place to local communities. It also contains many highly valued community buildings and other facilities, including boatramps, sailing clubs, fishing clubs and five Surf Life Saving Clubs (SLSCs) (ie Torquay, Jan Juc, Anglesea, Fairhaven, Lorne).

A discussion of the different aspirations of users for the GORCC managed coast, using the findings of the CMP consultation, is provided in the green box over the following two pages.

1 Environment and Land Management Plan, GORCC (Robin Crocker and Associates), 2006 (available at [www.gorcc.com.au](http://www.gorcc.com.au)).

2 Native Vegetation and Weed Action Plan, GORCC (Coomes Consulting Group), 2009 (available at [www.gorcc.com.au](http://www.gorcc.com.au)).

3 Ibid.

4 Great Ocean Road Landscape Assessment Study, the State of Victoria, DSE (Planisphere), 2003.

5 Aboriginal Cultural Heritage Conservation Manual, GORCC (TerraCulture), 2012 (available at [www.gorcc.com.au](http://www.gorcc.com.au)).

6 Draft Economic Development and Tourism Strategy 2011-16, SCS (Dench McClean Carlson, Compelling Economics), 2011.

7 The Torquay Story, SurfWorld Museum Torquay, 2011.

# ASPIRATIONS OF USERS FOR THE GORCC MANAGED COAST

## The Diversity of Coastal User Groups

The GORCC managed coast is used by a wide variety of users and GORCC must manage the coast on behalf of a large range of groups and individuals.

These user groups can be segmented in many different ways, including, but not limited to:

### Users of the coast

- Surfers
- Walkers
- Bikeriders
- Anglers
- Boat owners
- Swimmers
- General beachgoers
- Dog owners
- Artists
- Horse riders
- Para gliders
- Jetskiers
- School groups
- Divers
- Commercial operators
- Car and motorbike touring

### Connections to the coast

- Permanent residents
- Holiday home owners
- Campers
- Employees of coastal based businesses or organisations
- Day visitors
- Long term visitors
- Business owners
- Participants and supporters of major events

### Affiliation with community organisations

- Business and trade associations
- Sporting clubs
- SLSCs
- Environmental and other volunteer groups
- Tourism associations
- Probus, Lions and Rotary Clubs
- General community organisations
- Business and trade associations
- Other community associations

Coastal users can also be segmented into their primary place of residence. Places of residence include coastal settlements along the Great Ocean Road, Melbourne and surrounds, other areas of Victoria, interstate or international locations.

## Aspirations of Coastal Users for the GORCC Managed Coast

Phase 1 of the consultation process (see Section A5.2, page 22) provided information about what coastal users value most about the GORCC managed coast and what their aspirations are for it in the future. Almost 200 coastal users participated in the consultation process.

Notably, the consultation results revealed that despite the diversity of coastal user groups, there is much consensus when it comes to what they value most about the coast and their aspirations for it. The following areas of consensus were particularly notable:

- The natural environment and opportunities for/access to recreational activities ranging from swimming and walking to surfing and fishing were highly valued by respondents from all groups.
- Lack of or a limited amount of development along the coastline was also valued by many different respondents, as well as being part of a connected community.
- The majority of respondents, across all these groups, want to see the protection of the natural environment first and foremost.
- Respondents across all groups wish to see the coast remain relatively unchanged, with limited development.
- Provision of safe, quality access was highly valued by all groups and many respondents wanted to see access facilities that were designed to protect the natural environment.
- Many respondents across all groups suggested that any necessary development should be high quality, sensitively built infrastructure that has a low impact on the environment.

Areas of difference across the various coastal user groups were minimal, however the following variations in results were noted:

- Business owners, those belonging to a business and trade association, regular visitors and regular campers are slightly more likely to want increased or improved infrastructure (either along the coast or in the caravan parks).
- Of those who wanted to see increased or improved infrastructure, boating, bike riding and walking facilities, as well as upgrades or increases to other foreshore facilities and caravan park facilities, were the most popular suggestions, however suggestions varied widely.
- Permanent residents are more likely than any other group to want to see education and engagement campaigns to encourage coastal users to better care for the coast.
- Those belonging to an environmental volunteer group want to see the natural environment protected more than any other group, closely followed by holiday home owners and permanent residents (however, all groups nominated this as their most important aspiration for the coast).
- Provision of access was more highly valued by regular visitors and campers, with a large percentage of respondents in these groups more likely to see future provision of safe, easy access as very important.
- Permanent residents and holiday home owners were more likely to want to see restrictions that protect the environment better enforced.

**Please note: These results are only a small snapshot of a segment of the results from Phase 1 of the GORCC CMP consultation process. The full report including detailed results is available at Appendix C3 (page 86) and at [www.gorcc.com.au](http://www.gorcc.com.au).**

*(continued over page)*

### **Aspirations of Coastal Users for the Victorian Coast**

The Victorian Coastal Council's (VCC's) *Coastal and Marine Environment Community Attitudes & Behaviour (Wave Four) Report* (February 2012) (available at [www.vcc.vic.gov.au](http://www.vcc.vic.gov.au)) records the outcomes from social research on community attitudes and behaviours regarding the Victorian coastal and marine environment.

The research found that the coast is an important part of the lives of most Victorians. 84% of Victorians reported having made at least one day trip to the coast in the last twelve months and the Great Ocean Road was found to be one of the top of mind associations with the Victorian coast. Areas of the coast that GORCC directly manages were mentioned as some of the most frequently visited locations along the Victorian coast. Lorne was the third most visited location and Torquay was the fourth.

The VCC research also showed that the natural environment and the protection of it is most important to coastal users. According to Victorians, the top three things that contribute to a good coastal or marine experience all relate to a clean and unspoilt environment, including clean/clear water (37%), a lack of litter, rubbish and debris (37%) and an unspoilt, undeveloped natural environment (31%).

Many respondents who participated in the CMP Phase 1 consultation process said that their vision for the coast was that it would remain relatively unchanged. This sentiment was also reflected in the VCC report, which found that 63% of Victorians feel concerned that coastal towns are becoming increasingly urbanised or suburbanised while most respondents said that the natural features of the Victorian coastal and marine environment were extremely important to them.

The VCC results strongly mirror the results from the CMP Phase 1 consultation, indicating that at both a local and statewide level, many of the aspirations of coastal users are comparable.

### **Economic**

While relatively little data is available to quantify the economic contribution of the coast to the regional economy, it is undoubtedly substantial. The coast is arguably the key asset in attracting people to visit and reside in the SCS and broader areas and supports much of its business and development growth.

The relevant economic information that was able to be sourced during the development of this CMP is summarised below. However, this only relates to part of the total economic value of the GORCC managed coast and if the full range of non-market economic values were to be investigated, it is highly likely that the total economic value of the coast would be much greater.

With over 7.4 million people visiting the Great Ocean Road each year, including over 1.6 million visits to the SCS, tourism is a major industry for the region. It adds over \$258 million to the SCS's economy annually and is its largest employer, with over 20% of the local population working in tourism exposed employment sectors, such as retail trade, accommodation and food services, arts and recreation services. 'Sea change' migration (ie rapid population growth driven by internal migration from metropolitan cities and inland areas to the coast) also helps to drive the construction industry, which is the second largest employment sector in the region<sup>8</sup> (see Section B1.2 (page 30) for further information on population and development in the region).

The coastline and its range of beaches are recognised for their critical importance in driving tourism and the regional economy, with 'Going to the beach' one of the most common activities undertaken by visitors<sup>9</sup>. The GORCC managed coast contains significant infrastructure required to support tourism and recreational activities, including 32 car parks, six boat ramps, four caravan parks, seven play grounds and 24 public toilet blocks. In total, there are 267 individual pieces of infrastructure, with a replacement value of approximately \$167 million.

A range of private commercial activities are run on the GORCC managed coast, including surf schools, educational tours, sea-kayaking, restaurants, kiosks and mobile food vans. The operators of these activities all generate income, employ staff and contribute to the local economy, and rely on and are supported by the natural asset-base of the GORCC managed coast to do it. They also return a benefit to GORCC and the coast through lease and licence fees that are collected and then reinvested into managing the coast. Other businesses not located directly on the GORCC managed coast also benefit from their proximity to it, such as accommodation providers, fishing bait and tackle suppliers and food and beverage outlets.

### **A3.3 Other Relevant Land and Resource Managers**

A range of other land and resource managers have responsibilities relating to the GORCC managed coast and the areas surrounding it.

As can be seen from Map 3 (opposite page), significant parts of the coast in the region are not directly managed by GORCC. Parks Victoria (PV) is responsible for the management of large parts of the coast that are contained in the Great Otway National Park, which is the majority of land between the GORCC managed areas. This land is generally characterised by fewer facilities, less infrastructure and higher environmental values, and offers a more nature-based experience for users in comparison to the GORCC managed coast.

<sup>8</sup> Draft Economic Development and Tourism Strategy 2011-16, SCS (Dench McClean Carlson, Compelling Economics), 2011.

<sup>9</sup> Ibid.



Map 3: The coast from Torquay to Lorne and its land managers (only nominal coastal strip shown).

SCS is the CoM responsible for the Bells Beach Surfing Reserve.

PV is also responsible for the management of the Point Addis Marine National Park and the Eagle Rock and Point Danger marine sanctuaries off the coast. DSE manages all other marine areas and the seabed (ie not in the Marine National Park or two sanctuaries) in the region.

The land managers neighbouring each section of the GORCC managed coast are identified in the maps and tables in Section B2.4 (pages 37-51). Most of the areas inland from the GORCC managed coast are either managed by VicRoads (eg Great Ocean Road), SCS (eg other roads and recreation reserves) or private land owners (eg housing, shops and golf courses).

A number of organisations other than GORCC also have formal management responsibilities relating directly to assets within the GORCC managed coast. These include utility providers, such as Barwon Water, Powercor and Telstra, and lessees, such as Life Saving Victoria (LSV), who are responsible for infrastructure within GORCC's management boundaries.

In addition, a larger group of organisations have relevance to the GORCC managed coast other than direct land or resource management responsibilities. These include the Western Coastal Board (WCB) and Department of Planning and Community Development (which undertake regional and higher level planning for the coast), Regional Development Victoria (regional and rural development), Tourism Victoria (tourism development and promotion), Corangamite Catchment Management Authority (CCMA), (river health and catchment management), Environment Protection Authority (EPA) (air, noise and water quality), Department of Transport (local ports), Department of Primary Industries (fishing) and Marine Safety Victoria (boating).



View from Anglesea heathlands over the Anglesea coast.



GORCC Conservation Team Officer with Deakin University and Birdlife Australia staff release a Hooded Plover at Point Roadknight after banding it.

## A4 LEGISLATIVE AND PLANNING CONTEXT

There is a large range and number of relevant Acts of Parliament, government policies, plans, reports and other documents which GORCC needs to be consistent with and give effect to, or at least consider, in managing the coast. A list of around 200 was developed and used in the preparation of this CMP (see Section A5.1 (page 22) for further details). Key documents are briefly outlined below, with websites provided to where full versions can be accessed. The intended structure and relationship between documents relating specifically to coastal planning and management is shown in Figure 2.

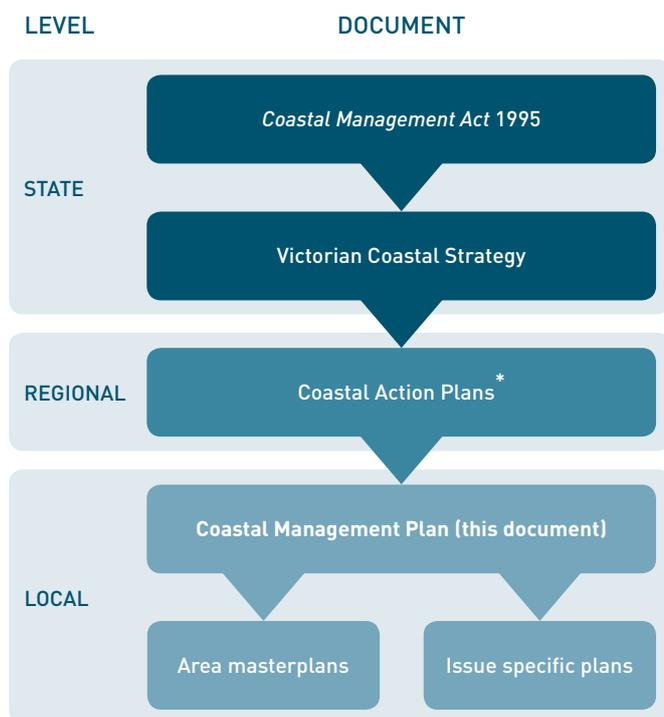


Figure 2: Key coastal planning and management documents relating to the GORCC managed coast.

\* Some 'local' level Coastal Action Plans have been prepared in the past, but it is likely that all Coastal Action Plans will be 'regional' level in the future.

### A4.1 Legislation

#### **Coastal Management Act 1995** ([www.legislation.vic.gov.au](http://www.legislation.vic.gov.au))

Establishes the overall framework for planning and management of the Victorian coast. It allows for the establishment of a coastal management structure in Victoria through the VCC and Regional Coastal Boards and development of the VCS, Coastal Action Plans (CAPs) and CMPs. It also establishes the consent process managed by DSE for the use and development of coastal Crown land.

#### **Crown Land (Reserves) Act 1978** ([www.legislation.vic.gov.au](http://www.legislation.vic.gov.au))

Provides for the reservation of Crown land in Victoria for a variety of purposes, the appointment of CoMs to manage those reserves and for leasing and licensing of activities on reserves.

### A4.2 Government Policies, Plans and other Documents

#### State

#### *Victorian Coastal Strategy (2008) (VCS)* ([www.vcc.vic.gov.au](http://www.vcc.vic.gov.au))

Prepared by the VCC as the State Government's policy for coastal, estuarine and marine environments in Victoria. It provides strategic direction for the planning, management and sustainable use of the Victorian coast and integrates relevant State, national and international principles and policies. Further information regarding the VCS and its role in guiding this CMP and the management of the GORCC managed coast is provided in Section B2.3 (page 33).

#### *Committee of Management Responsibilities and Good Practice Guidelines* ([www.dse.vic.gov.au](http://www.dse.vic.gov.au))

Provides a framework for the operation of CoMs to help them meet their responsibilities and also achieve better practice in managing Crown land reserves. It includes guidance on CoM procedures and documentation, risk, finances, insurance, leasing and developments. The Guidelines strongly recommend that CoM prepare management plans for their reserves.

## Regional

*Coastal Action Plans (www.wcb.vic.gov.au)*

Prepared by Regional Coastal Boards (ie WCB for the GORCC managed coast) as a key mechanism for the implementation of the VCS. CAPs enable the broad principles and priorities identified in the VCS to be further developed and applied at a regional level and provide strategic direction for the ongoing management of a region or issue by identifying priorities, actions and outcomes. The following five CAPs relate to the GORCC managed coast:

- Lorne CAP (1998).
- Anglesea CAP (1999).
- Central West Regional CAP (2003).
- Central West Estuaries CAP (2005).
- Western Victoria Boating CAP (2010).

While this CMP is consistent with the above CAPs and maintains a number of their overall themes, in general, the CAPs are now quite dated and all but a few of their actions have been implemented. Also, any actions that remain relevant are more applicable to lower levels of GORCC planning (ie area masterplans – see Section A4.4 on this page) and will be considered and progressed through these processes in the future. However, the exception to this is the Boating CAP. This document is relatively new and remains relevant and a number of actions from it have been included in this CMP (eg actions 53 and 55, page 64).

## Local

*Surf Coast Planning Scheme (www.surfcoast.vic.gov.au)*

Sets out objectives, policies and provisions relating to the use, development, protection and conservation of land (including Crown land) in the SCS, and regulates the use and development of land through planning provisions to achieve those objectives and policies. The VCS is given effect in Planning Schemes through clause 15.08 'Coastal Areas' of the State Planning Policy Framework.

*Surf Coast Shire plans and strategies (www.surfcoast.vic.gov.au)*

Prepared to guide management of various issues (eg environmental protection, emergency response, stormwater treatment) and geographical areas (eg estuaries, parklands) in the SCS and often have relevance and linkages with the GORCC managed coast.

## A4.3 Previous Studies and Reports

### **Victorian Environment Assessment Council (and predecessors) investigations (www.veac.vic.gov.au)**

Studies and recommendations relating to the protection and ecologically sustainable management of the environment and natural resources of public land completed at the request of the Victorian Government. The following six investigations relate to the GORCC managed coast:

- Melbourne Area Investigation (1977).
- Corangamite Area Investigation (1978).
- Melbourne District 1 Review (1987).
- Historic Places Special Investigation South Western Victoria (1997).
- Marine, Coastal and Estuarine Investigation (2000).
- Angahook-Otway Investigation (2004).

This CMP is consistent with and implements relevant findings from the above investigations (eg the 'Coastal Protection Zones' and 'Coastal Recreation Zones' identified in the Marine, Coastal and Estuarine Investigation were used to inform the preliminary identification of activity and recreation nodes along the GORCC managed coast – see Section B2.5 (page 35) of this CMP). However, similar to the CAPs (see previous column on this page), in general, the reports from these investigations are now quite dated and have been implemented or superseded through other plans or processes. Also, much of the information contained in the reports is of a level that is more suited to local level plans and will therefore be more applicable to the development of new of masterplans for the GORCC managed coast (see Section A4.4, below).

## A4.4 GORCC Documents

### **Environment and Land Management Plan (2006) (ELMP) (www.gorcc.com.au)**

Provides guidance for GORCC's management of natural and cultural values. The ELMP outlines a range of direct conservation activities plus a range of strategies for pursuing conservation outcomes through the provision of recreational infrastructure, community involvement, interpretation, education and business initiatives.

### **Native Vegetation and Weed Action Plan (2009) (NVWAP) (www.gorcc.com.au)**

Developed in response to the ELMP and its finding that the most significant threat to environmental values along the GORCC managed coast is weed invasion. The NVWAP provides detailed information on the vegetation along the GORCC managed coast, priorities for improving it and a process for monitoring changes over time.

### Area Masterplans ([www.gorcc.com.au](http://www.gorcc.com.au))

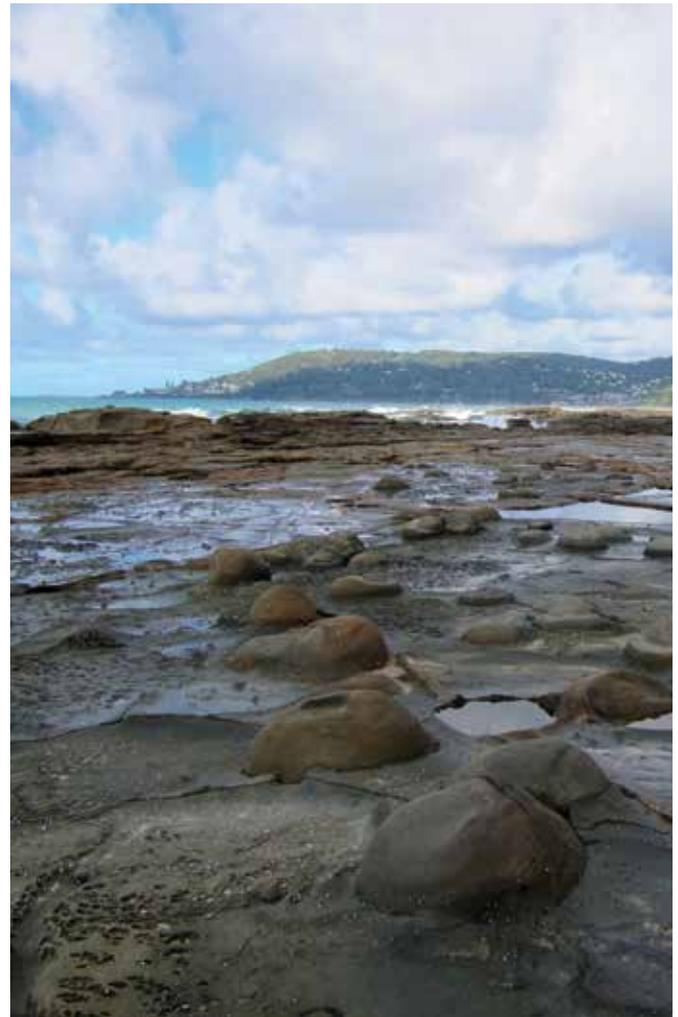
Have been developed for many parts of the GORCC managed coast (eg Torquay Foreshore, Lorne Foreshore, Split Point) to set out specific, detailed on-ground actions for their management and development. Section B3.3 (page 61) provides further information on the range of area masterplans currently in place for the GORCC managed coast and priorities for future plans.

### Hierarchy of GORCC documents

Figure 3 illustrates the relationship between the different types and levels of GORCC plans and the intended role of the CMP as the key strategic document at the centre of all GORCC planning and operations.



Figure 3: Key GORCC plans. The intended role of the CMP is at the centre of and guiding all GORCC planning and operations. The size of the circles is indicative of the level of GORCC's activity in each area (ie the least amount of time is spent in strategic planning and the most in operational functions). The delineation between the different levels is not always exact and there can sometimes be overlaps (eg a masterplan may include some strategic elements).



Rock platform, Stony Creek, North Lorne.

## A5 PLAN PREPARATION PROCESS

A comprehensive and collaborative process was followed to develop this CMP. This process involved a number of stages, with key stages outlined below.

### A5.1 Literature Review

A significant number of existing policies, plans, reports and other documents were identified during the development of this CMP for their relevance to the GORCC managed coast (see Appendix C2 (page 82) for the full list of documents). This includes documents from national to local levels and covering topics ranging from climate change, past management approaches and risk, to flora, fauna and cultural heritage. These documents have been used to inform the development of this CMP, and also to ensure it meets the requirements of government policies and strategies. GORCC also wanted to ensure this CMP does not 're-invent the wheel', but rather builds on and progresses the information and knowledge that has previously been collected.

### A5.2 Stakeholder Engagement

As the GORCC managed coast is public land managed on behalf of all Victorians, the views and opinions of stakeholders were key considerations in the development of this CMP. GORCC wanted to ensure that everyone had a chance to have their say in the management of the coast and developed a comprehensive approach for how this could be achieved through the planning process. This included identification of the variety of stakeholders with an interest in the coast, ranging from the general community (residents and visitors) to businesses, government agencies and commercial operators on the coast. A variety of opportunities for involvement were made available to ensure as many stakeholders as possible had the chance to have input into the development of CMP. These opportunities were spread across two main phases of engagement and were promoted extensively to raise awareness of and participation in them. The two main phases of engagement are outlined below (further details are provided in Appendix C3 (page 86) and Appendix C4 (page 95)), along with other important elements of the CMP engagement process.

### Phase 1 engagement (November 2011 – January 2012)

Phase 1 of the CMP engagement process aimed to gain input from stakeholders for use in the development of the Draft CMP and included the following key elements:

- **Community workshops** – to identify what participants value about the coast and their vision for how they would like it to be in the long term, as well as what they saw as the important areas of operation for GORCC (ie those identified in Section B3 (page 58)) and any specific actions that should be completed.
- **Survey** – to capture the same information as the workshops in a written format, including so that stakeholders who could not attend a workshop could still have valuable input.
- **Targeted meetings** - one-on-one meetings with the following stakeholders who were identified or nominated for their role in management of the coast to ensure they were involved in the CMP process:
  - Barwon Water.
  - Bellarine Bayside CoM.
  - Geelong Region Alliance (G21).
  - Deakin University.
  - Kuuyang Mar.
  - Otway Coast Committee.
  - SCS (various departments).
  - Torquay Bowls Club.
  - VicRoads.
  - VCC.
  - Wadawurrung (Wathaurung Aboriginal Corporation).
  - Wathaurong Aboriginal Co-operative.
  - Western Coastal Board.
- **Photographic competition** - to gain visual representations of what the community values about the GORCC managed coast. The winning entries have been included in the CMP (see page 32 and 55).

### Phase 2 engagement (May – June 2012)

Phase 2 of the CMP engagement process aimed to gain feedback from stakeholders on the Draft CMP (see Section A5.4 in the next column) and included the following key elements:

- **Open houses** – for people to drop in to and view hard copies and displays of the Draft CMP, ask questions of GORCC staff and give feedback on the Draft CMP, either directly on the day or via a copy of the survey (see below) that could be taken away and then completed and returned later.
- **Survey** – to capture written comments about what people liked and wanted retained in the final CMP or what they felt could be improved regarding particular sections of the Draft CMP, as well as the document overall.
- **Written submissions** – some people preferred to provide comments in a traditional letter format.

### Community Reference Group (CRG)

The CRG provided a structured mechanism for gaining input and feedback from community representatives and discussing different issues, perspectives and points of view during the development of the CMP. This was facilitated primarily via meetings of the Group to provide input at key points during the process. The CRG met five times in total, including to discuss background issues, review the Draft CMP and consider the changes to be made in preparing the final version of the document. All 25 people who submitted an Expression of Interest were appointed to the CRG, resulting in its Members representing a wide range of groups, as well as the general community, from locations along the entire length of the GORCC managed coast and beyond. A full list of the Members of the CRG is included as Appendix C5 (page 104).

### Agency Working Group (AWG)

The AWG provided a formal mechanism to coordinate the involvement and support of key government departments and organisations in the development of the CMP. This was facilitated primarily via meetings of the Group to provide input at key points during the process. Five meetings of the AWG were also held to discuss background issues, review the Draft CMP and consider the changes to be made in preparing the final version of the document. The Group was comprised of:

- CCMA – Gareth Smith, Chief Executive Officer.
- DSE – Frances Northeast, Senior Environmental Planner.
- GORCC – Richard Davies, Chief Executive Officer.
- PV – Frank Gleeson, Chief Ranger, East Otways District.
- SCS – Dennis Barker, Director Sustainable Communities.

### A5.3 Research

GORCC had a number of significant research projects completed that provided valuable input and direction for this CMP. Further details are provided in Section A6 (page 24).

### A5.4 Draft CMP

A draft version of the CMP was developed using the results and findings of previous stages of the CMP process, including the literature review, research and phase 1 of the stakeholder engagement. The Draft CMP was released over a 5 week period and a number of opportunities provided and promoted for broad stakeholder review and comment on it (ie phase 2 of the stakeholder engagement – see previous column on this page).

### A5.5 Final CMP

This final version of the CMP was developed using the feedback received on the Draft CMP and then approved by the Minister for Environment and Climate Change under the *Coastal Management Act 1995*.



Community Reference Group members participate in a workshop at Aireys Inlet in December 2011.

## A6 RESEARCH

Significant research projects GORCC has recently completed and that have provided valuable input and direction for this CMP are summarised below. These projects were completed to either fill a previously identified knowledge gap or provide up-to-date information on key topics relating to the GORCC managed coast.

While each project focussed predominantly on separate issues, they did have some overlap and relate to each other in some ways (eg coastal processes will be affected by climate change). The projects were completed in parallel and were therefore able to share information and material where relevant. For example, the wave climate modelling prepared by CSIRO as part of the Coastal Climate Change Vulnerability and Adaptation project was used in the Coastal Processes Study to consider how coastal processes may be affected by predicted changes to wave patterns in the future. This helped integrate the projects and resulted in them sharing some common findings and recommendations.

### A6.1 Coastal Processes Study

Coastal Engineering Solutions Pty Ltd (CES) was commissioned to consider and report upon coastal processes (eg sand movement, waves, currents) and how they are impacting the GORCC managed coast generally, as well as specifically at priority sites within it. The Study included site inspections of the coast and reviews of available information, reports and photography, including aerial photography from nine separate years between 1947 and 2007. The Study did not include collection of new data or modelling of coastal processes.

Key findings of the Study include:

- Whilst most beach precincts underwent considerable changes over the 65 year period between 1947 and 2012, the erosion caused by the storms of 2011 was generally no greater than erosion that had occurred over previous periods of time. The main exception was at Fairhaven, where the erosion was the worst that could be observed from the historical aerial photography review.
- From 1947 to 2012, the position of the coast has not changed significantly, with any changes being measured in metres rather than tens of metres. Larger short term fluctuations occurred following major storms in the years in between, but beaches naturally re-instated themselves.
- Since 1986, that is over the last 25 years, there has been no net erosion along most beach precincts. This may be attributed to significantly improved beach management practices (eg vegetation and access management) which started to be implemented around 1980. During this time, it is only the incipient dune that has been subjected to erosion at most locations.

- The most significant shoreline changes in the form of erosion occurred from 1947 to 1977 at Torquay, Anglesea and Lorne. The cause of the erosion over this period was the influx of people and beach users with little control of how the beaches were accessed or used.
- The most severe erosion from 1947 to 1977 occurred at Lorne Main Beach because the dune system was very low and infrastructure such as the bowling club was built on the foreshore and vehicular access was provided to beach front parking areas.
- The exception to the erosion trend from 1947 to 1977 was Eastern View, where accretion occurred over this period and has continued to date.

Overall, CES found that for present day sea levels the risks of long term damage to beaches and foreshore assets from coastal processes is generally minimal. However, future climate change and sea level rise scenarios are expected to lead to significant changes. This particularly relates to where dunes are low and infrastructure is threatened by erosion, and will most likely require the use of hard protective structures if the infrastructure is to maintain its current location and level of service.

CES recommended that if management practices were identified as needing to be changed (eg as a result of increased erosion), they should be related to some trigger levels in the form of recession extent as a function of time, and that a series of beach profiling transects should be established to monitor shoreline change. These recommendations have been included as actions in this CMP (ie actions 73 and 78, page 67).

### A6.2 Coastal Stability Study and Risk Assessment

The GORCC managed coast contains significant cliffs that can pose risks to people and infrastructure and GORCC needs to proactively manage these as part of its role as land manager.

GHD Geotechnics Pty Ltd was engaged to provide up-to-date information on the stability and risk profile of all relevant cliffs along the GORCC managed coast. The project comprised a basic, regional level risk assessment using existing information and data, as well as inspections of each relevant part of the coast. It intended to provide information and recommendations which can be used to assist with identifying specific, local level sections of coast for further detailed investigation.

GHD's report includes a description of the geology and geomorphology of the area and the types of slope stability dangers that are present, as well as quantitative and semi-quantitative assessments of the likelihood and consequences of risks associated with cliff failures.

While some hazards were identified at each cliffed section of coast, the types and levels of risk vary from location to location. The most common type of hazard identified was 'minor falls and topples', followed by 'major falls and topples'. The highest overall risks were found to occur between Little Rock and Bird Rock in Jan Juc and east of the Anglesea River and the area immediately east of Soapy Rocks in Anglesea (location of previous large landslide in the 1970's).

GHD's main recommendation was that detailed studies be completed at priority sites to better assess their geotechnical characteristics and risk profile, and to better inform their future management. It was also recommended to increase monitoring and record keeping of cliff stability along the entire coast to assist with ongoing risk management, as well as future geotechnical assessments. Both these recommendations have been included as actions in this CMP (ie actions 78 and 79, page 67).

The report also made a number of other smaller scale recommendations, such as continuing to use vegetation, signage and access controls, to mitigate and manage risks in cliffed areas. These will continue to be implemented as part of GORCC's usual operations.

GORCC is currently discussing this report and its main recommendations with DSE, including how the recommendations should be approached and funded.

### A6.3 Coastal Climate Change Vulnerability and Adaption project

Climate change is one of the significant challenges facing the coast (see Section B1 (page 28) for further information). This project looked at the vulnerability of the Surf Coast to two key hazards associated with climate change: inundation; and erosion.

The project was initiated and managed by GORCC on behalf of a number of stakeholders, including DSE, PV, CCMA, SCS and VicRoads. It was undertaken by Sinclair Knight Merz (SKM), in conjunction with Griffith University and CSIRO Marine and Atmospheric Research.

The project found that different parts of the coast differ markedly in their assessed risk from inundation and erosion. The differences reflect the relative concentrations of natural and (particularly) built assets, as well as coastal landform and geology (eg hard rock cliffs as compared to sandy beaches). However, in general, it was found that should predicted sea level rises occur, assets along the Surf Coast are more at risk from recession of the coastline, as compared to inundation.

Some examples of key findings in the report relating to the GORCC managed areas of coast are below:

- \$21.7 million of built infrastructure on the GORCC managed coast, such as boat ramps, car parks and caravan parks would be exposed to inundation with 0.8 metres of sea level rise, while \$137 million of built infrastructure would be exposed to erosion.

- Approximately 1.7 kilometres of roads are exposed to inundation under current conditions. This increases to 13.4 kilometres with up to 0.8 metres of sea level rise. 43 kilometres of roads will be exposed to erosion if sea levels rose to 0.8 metres.
- Over 380 hectares of native vegetation would be exposed to inundation in the event of a 0.8 metres sea level rise. Over 700 hectares of native vegetation would be exposed to erosion with 0.8 metres of sea level rise. This includes areas of native vegetation with conservation status classified as endangered, depleted or vulnerable.
- Of the 33 registered Indigenous cultural heritage assets known to be located on the GORCC managed coast, eight would be exposed to inundation and 22 would be exposed to erosion if sea levels rose to 0.8 metres or more.

While the project found that some assets (eg boat ramps, vegetation communities located at low elevations that are already likely to be adapted to periodic short term inundation) may be able to accommodate temporary inundation to some degree, in general, increased inundation and/or erosion is expected to lead to a range of impacts to assets along the coast. This includes physical damage to built infrastructure and roads, and loss of heritage sites and native vegetation. These impacts could in turn lead to reduced levels of access, safety and amenity for beach users, increased building and maintenance costs for infrastructure providers and loss of revenue for businesses reliant on the coast and visitation to it.

The key 'next step' identified for this important issue by SKM is to undertake detailed adaptation planning that provides flexible and responsive options for managing the impacts of climate change on the coast, using the adaptation framework, principles and priorities identified in the report as a basis. This has been included as an action in this CMP (ie Action 73, page 67).

The report also identifies a number of 'monitoring and review' priorities, and these will also be progressed as part of the implementation of other actions in this CMP (ie Action 78, page 67).



Seastar.



## PART B: THE PLAN

# B1 SIGNIFICANT CHALLENGES IN MANAGING THE COAST

GORCC has identified four significant, high level challenges facing the coast that are integral to its management in to the future:

- Climate change.
- Population and development.
- Protection of the natural environment.
- Financial and other resources.

While GORCC's role in directly managing some of these challenges is limited, it will need to manage their impacts on the GORCC managed coast. GORCC will also continue to act as an advocate for the coast and work with others who do have stronger roles in these, and other, areas (eg DSE, SCS, G21).

GORCC has developed 'strategic responses' to each of these challenges to guide how it will respond to and manage them over the long term. The four challenges and their strategic responses have been key influences in the development of this CMP, in particular the objectives (see Section B2.6, page 52) and actions (see Section B3, page 58) which are intended to implement the strategic responses over the next five years.

The four significant challenges and GORCC's strategic responses to them are outlined below.

## B1.1 Climate Change

Over the medium to long term, climate change poses real and serious threats to the GORCC managed coast. During this century, it is likely that the GORCC managed coast will be impacted by sea level rise and increased frequency and severity of storm events leading to inundation and erosion<sup>10</sup>. It is also predicted that higher temperatures will increase bushfire risk along the coast, and that increased sea temperatures, changing sea currents and further acidification of the ocean will affect the marine environment<sup>11</sup>.



Erosion damage caused to dunes and beach access stairs at White's Beach, Torquay, during storms of May 2011.

While the coast has always been a dynamic place, predictions suggest a period of more sudden and profound changes is being entered and that it can no longer be assumed that historical trends in climate, wave patterns and coastal processes will continue<sup>12</sup>.

The VCS includes a policy of planning for sea level rise of not less than 0.8 metres by 2100. It states that this policy should be generally applied for planning and risk management purposes, and that it will be refined as new scientific data becomes available<sup>13</sup>. This has recently been done by the State Government and an additional measure of 0.2 metres of sea level rise by 2040 introduced.

It is the combined effects of sea level rise, the impact of tides, storm surges, wave processes and local conditions such as topography, elevation and geology that will produce climate change impacts and risks in coastal areas<sup>14</sup>. Key effects are illustrated in Figure 4 on the opposite page.

<sup>10</sup> Coastal Climate Change Vulnerability and Adaptation Project, Final Report, GORCC (SKM), 2012.

<sup>11</sup> Victorian Coastal Strategy, the State of Victoria, Victorian Coastal Council, 2008.

<sup>12</sup> Securing Our Natural Future: A white paper for land and biodiversity at a time of climate change, the State of Victoria, DSE, 2009.

<sup>13</sup> Victorian Coastal Strategy, the State of Victoria, Victorian Coastal Council, 2008.

<sup>14</sup> Ibid.

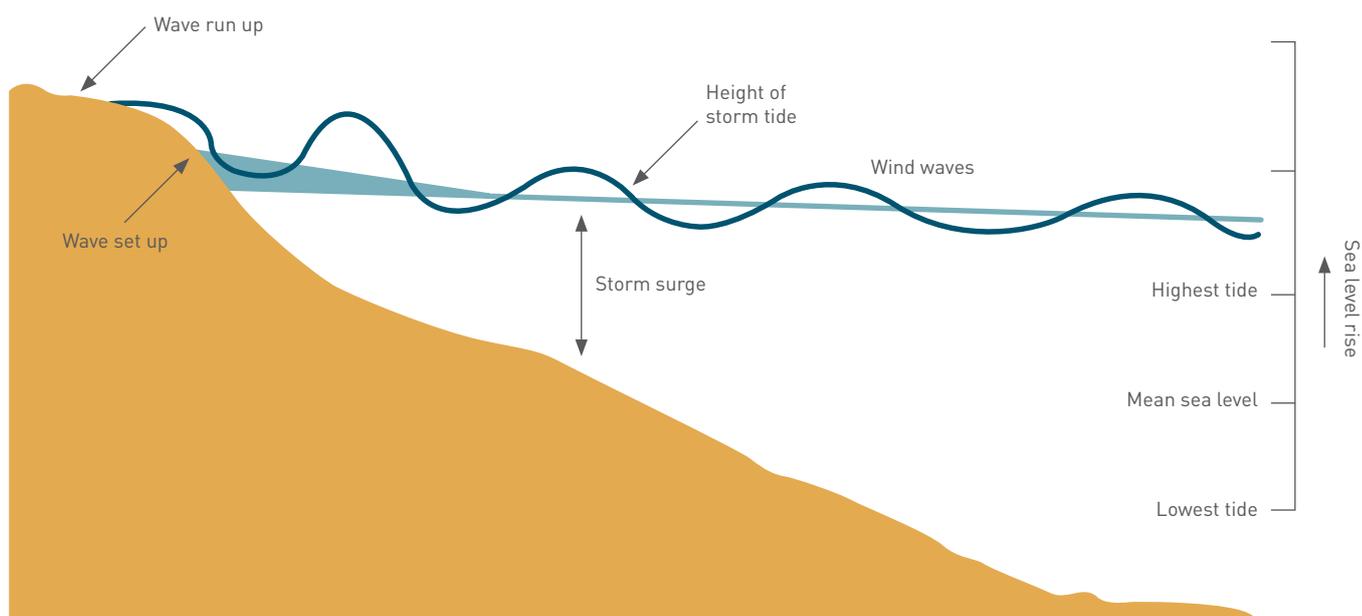


Figure 4: Illustration of how tides, storm events and sea level rise influence coastal water levels. Storm surges are temporary increases in coastal sea levels that are caused by lower atmospheric pressure and/or severe winds. Storm surges are often accompanied by a further increase in water level due to the cumulative effect of breaking waves (wave setup) and the run-up of individual waves. The height of a storm surge is influenced by its timing in relation to astronomical tides. The most extreme sea levels (storm tides) occur when storm surges combine with high astronomical tides. The waves that accompany storm surges can be highly destructive as they break and run up in areas normally out of reach of wave action<sup>15</sup>.

Sea level rise will create a spectrum of risk, with the highest likelihood of impacts in the lowest lying areas. Managing and adapting to these impacts and risks will pose challenges in the short, medium and long term, depending on the events that arise and the life of the buildings and infrastructure and other assets<sup>16</sup>.

The Coastal Climate Change Vulnerability and Adaptation Project (see Section A6.3, page 25) has found that the GORCC managed coast is facing significant risks from climate change, particularly as a result of recession of the coastline caused by increased erosion<sup>17</sup>.

There are three options generally available for adapting to the impacts of climate change: protect (eg erect rock walls around the coast); accommodate (eg build infrastructure to cope with impacts); or retreat (eg move infrastructure and activities inland). Adaptation strategies should be precautionary, that is, planning for likely future circumstances even if full scientific certainty is not possible<sup>18</sup>.

### Strategic Responses

GORCC will:

- Develop understanding of the vulnerability of the GORCC managed coast to the impacts of climate change.
- Adopt the 'precautionary principle' in planning and managing the GORCC managed coast even if full scientific certainty is not available.
- Undertake adaptation planning for the impacts of climate change.
- Use the best available science and risk management approaches to support planning and decision making regarding climate change.
- Consult, educate and engage with stakeholders as a critical ingredient in adapting to climate change.

<sup>15</sup> Coastal Climate Change Vulnerability and Adaptation Project, Final Report, GORCC (SKM), 2012.

<sup>16</sup> Victorian Coastal Strategy, the State of Victoria, Victorian Coastal Council, 2008.

<sup>17</sup> Coastal Climate Change Vulnerability and Adaptation Project, Final Report, GORCC (SKM), 2012.

<sup>18</sup> Victorian Coastal Strategy, the State of Victoria, Victorian Coastal Council, 2008.

## B1.2 Population and Development

The SCS is one of the fastest growing municipalities in Victoria. Its permanent population is expected to grow from about 27,500 to almost 35,000 by 2026, an increase of over 27% in 15 years. Most of this growth is planned to be concentrated around Torquay and is based predominantly on the attractiveness of a coastal lifestyle and significant demand from retirees in Melbourne<sup>19</sup>.

The resident population already more than trebles during peak holiday times with an extra 60,000 overnight visitors. Adding a similar number of day trippers to this means the number of people currently trying to access the GORCC managed coast is huge. This is only expected to continue in the future with nearby areas also predicted to grow significantly over the next 10-20 years, such as Armstrong Creek 10 kilometres north of Torquay (additional 50,000 people) and Melbourne's west within 60 minutes driving time from the GORCC managed coast (additional 175,000 people)<sup>20</sup>.

This rapid growth in permanent and visitor populations, combined with associated development to accommodate it, can bring some benefits (eg improvements to transport), however it often creates significant environmental, social and economic challenges and threatens the very reasons people choose to move to or visit the coast.

Coastal growth pressures can lead to issues such as loss of biodiversity and habitat, water degradation in coastal waters, lakes and rivers, damage to wetlands, the introduction of pest plants and animals, coastal erosion, destruction of coastal ecosystems and loss of cultural heritage. They can also directly impact infrastructure and services, such as waste management and disposal, surf life saving and emergency management for events and natural disasters, such as bushfires and floods<sup>21</sup>. Further, increased population and development can lead to a loss of social cohesion amongst coastal communities and detract from their use and enjoyment of the coast, such as through overcrowding on beaches and loss of scenic coastal landscapes, views and vistas.

In addition to significantly increasing in size, the population of the region and broader area is also expected to have a higher proportion of older people in coming years. For example, in the SCS there is an expected 88.6% increase in the number of people aged over 65 by 2021<sup>22</sup>. This could lead to a number of pressures on GORCC and the coast, including greater demand for improved access and other facilities that cater to older people with reduced mobility.

## Strategic Responses

GORCC will:

- Work with other relevant organisations, in particular the SCS, to advocate for the coast, aiming to address detrimental impacts and maximise opportunities associated with increased population and development.
- Undertake research and planning in relation to how population and development pressures will specifically impact GORCC managed lands and assets, and prepare responsive management plans.
- Optimise appropriate and equitable access and use along the GORCC managed coast (eg through provision of access facilities, information) according to the Activity and Recreation Node Framework (see Section B2.5, page 35) and the values, attributes and needs of its individual sections (see Section B2.4, page 34).
- Pursue opportunities to strengthen community understanding and capacity regarding how to minimise impacts on the coast.

## B1.3 Protection of the Natural Environment

The natural features of the GORCC managed coast are highly valued and are locally, nationally and internationally renowned. At the local level, this was clearly evident through the results of the consultation undertaken to inform this CMP, which showed that the natural environment is the most important 'area of coastal management' to the community.

However, the natural environment along the coast is under increasing pressure. While animal pests and inappropriate recreational activities are diminishing biodiversity (and heritage) values, and insensitive development is adversely affecting attractive landscapes, GORCC's ELMP found that the most significant issue is the impact of weeds:

*'Invasion of indigenous vegetation and fauna habitats by environmental weeds is the overwhelming environmental management issue in the study area and the region generally. This issue dwarfs all other biodiversity management issues combined and this will remain the case, whatever global climate change occurs.'*

Apart from the potentially devastating impacts of weeds on the biodiversity values of the GORCC managed coast, they also threaten its nationally significant landscape, recreational amenity and other values.

GORCC has invested significantly in responding to the threats posed by weeds to the coast, including preparing its NWWAP and establishing the GORCC Conservation Team to lead its implementation. Significant progress has been made, however, much work still needs to be done to fulfil the NWWAP and ensure the gains achieved are not lost.

19 Draft Economic Development and Tourism Strategy 2011-16, 2011, SCS (Dench McClean Carlson, Compelling Economics).

20 Draft Economic Development and Tourism Strategy 2011-16, 2011, SCS (Dench McClean Carlson, Compelling Economics).

21 Victorian Coastal Strategy, the State of Victoria, Victorian Coastal Council, 2008.

22 Region Population Forecasts, G21 (id consulting), 2006.

While protection of the natural environment is paramount, GORCC's varied roles and responsibilities mean it cannot manage the coast for this purpose alone. It must do this in a way that also ensures other values (ie social, economic) are maintained. For example, providing for suitable access and enjoyment of the coast by the community, which was identified as the second most important area of coastal management in the consultation undertaken for this CMP, is another important part of GORCC's role. Providing access while also protecting the natural environment can often be competing objectives and balancing them a difficult task.

### Strategic Responses

GORCC will:

- Prioritise protection and enhancement of the natural environment in management decisions.
- Improve knowledge and understanding of long term trends in natural values and assets, and use to assess and improve the effectiveness of management efforts.
- Continue targeting weeds as the key threat to environmental values along the coast.
- Increase enforcement of regulations and local laws relating to the protection of the natural environment (eg littering, dune access).

### B1.4 Financial and Other Resources

Significant financial, human and other resources are required to fulfil GORCC's role and responsibilities across the area it manages. With no recurrent funding from other sources, the level of resources available to GORCC is effectively limited by the amount of revenue, and thus margins, it can generate from the coastal reserves it manages.

While GORCC has the ability to generate revenue (mainly through the direct management of two caravan parks), a significant gap has been identified between the resources required and those available for managing the coast, both now and into the future. For example, GORCC's Infrastructure Replacement Program, which includes details on the age, cost and planned timing of replacement of each piece of GORCC managed infrastructure, shows that expenditure on infrastructure along the coast alone needs to increase by 50% solely to maintain the current standards. If the full range of GORCC responsibilities is considered, such as caravan parks and vegetation management, the figure is significantly higher. This discrepancy is expected to increase in the future as costs rise, expectations increase and climate change further impacts, while GORCC's revenue remains relatively stable.

Without a significant increase in resourcing, the services provided by GORCC may need to be reduced. This would result in negative impacts on the natural environment, infrastructure and facilities along the coast, as well as people's use and enjoyment of it. While GORCC continually seeks to improve its level and use of resources, the opportunities available to increase the amount of revenue it generates are limited. For example, GORCC has already significantly improved operational efficiencies in its caravan parks and it cannot simply raise site fees substantially as they need to be kept at a level that maintains the parks as affordable and accessible to the whole community. Importantly, the parks also operate within a commercial environment and tariffs must remain competitive with a range of comparable operators along the coast.

Grants from various sources are potentially available to GORCC to supplement its income and it has had success in securing funds from these sources in the past. However, grant programs are often changing, it can be difficult to match GORCC priorities and objectives with those of the funding providers and grants can consume significant resources themselves (e.g. preparing the application, managing the grant, reporting on its use).

Another very important resource is the network of community groups and volunteers who contribute significantly to the coast. This includes environmental volunteer groups who it is estimated contribute 10,000 hours each year, which is the equivalent of almost six full time staff, conducting on-ground works (eg revegetation) and other activities to help look after the GORCC managed coast.

SLSCs and their members also make valuable contributions, in particular towards the safe use and enjoyment of the coast by the community. Over the 2011/12 summer, there were 1,842 active volunteer members across the five SLSCs along the GORCC managed coast and they spent 1,321 hours patrolling beaches and performed 25 rescues and 225 first aid treatments. The cost of employing paid lifeguards each summer is shared between GORCC, SCS and the State Government. Over the 2011/12 summer, 16 paid lifeguards spent 2,344 hours patrolling beaches and performed 48 rescues and 199 first aid treatments along the GORCC managed coast.

### Strategic Responses

GORCC will:

- Pursue opportunities to increase funding through appropriate business activities.
- Develop and implement plans and operational procedures to ensure effective use of resources across all areas of the organisation.
- Advocate to relevant government agencies and other bodies to secure suitable funding contributions.
- Collaborate with and support community groups and volunteers in the important work they do in caring for the coast.
- Seek and secure suitable external grant funds that help achieve identified priorities along the coast.



Sunrise over Anglesea (photo by Jessica White – winner of the under 30 years of age category of the CMP photo competition).

## B2 STRATEGIC FRAMEWORK

GORCC takes a strategic approach to managing the coast, informed by a long term vision and more immediate priorities. The key elements of this approach are:

- A Vision – identifies the long term ideals and aspirations for the GORCC managed coast (see Section B2.1, below).
- A Mission – identifies the purpose of GORCC and its overall goal (see Section B2.2, below).
- Guiding principles – clarify the purpose of GORCC and enhance decision making in relation to policy, planning and action (see Section B2.3, in the next column and over the page).
- Coastal zones and sections – areas of the coast with similar features, values and management requirements (see Section B2.4, page 34).
- Activity nodes and recreation nodes – locations where higher levels of use and development are more suited (see Section B2.5, page 35).
- Strategic Priorities and Capability Requirements – the key focus of GORCC over the next five years (see Section B2.6, page 52).

Combined, these positions constitute GORCC's Strategic Framework and are used to guide planning, policy and resource decision making by GORCC. The Framework helps to focus activities, effort and resources on achieving long term improvements in the management of key challenges, rather than reacting to short term issues, and provide consistency and transparency in the way GORCC goes about it. The Framework also allows GORCC to take a flexible and adaptable approach, which is important when dealing with the dynamic coastal environment.

The CMP process has provided an opportunity to review and revise GORCC's Strategic Framework to ensure it remains up-to-date and appropriate.

### B2.1 Vision

The long term aspiration for the GORCC managed coast is to:

**'Protect and enhance the breathtaking and iconic coastline with its diverse community, natural environment and rich social and cultural history as custodians for current and future generations'**

### B2.2 Mission

GORCC's core purpose is to:

**'Ensure appropriate use and effective management of the GORCC managed coast through advocacy and action'**

### B2.3 Guiding Principles

#### Statewide Guiding Principles

The VCS provides overarching strategic direction for the planning, management and sustainable use of the Victorian coast. In particular this is achieved through its hierarchy of principles which are derived from the *Coastal Management Act 1995*.

#### Hierarchy of principles for coastal planning and management (Victorian Coastal Strategy, 2008)

1. Provide for the protection of significant environmental and cultural values.
2. Undertake integrated planning and provide clear direction for the future.
3. Ensure the sustainable use of natural coastal resources.  
When the above principles have been considered and addressed:
4. Ensure development on the coast is located within existing modified and resilient environments where the demand for development is evident and the impact can be managed.

The VCS also provides a series of policies and actions for the Victorian coast across a number of topics, including access, cultural heritage, caravan parks and buildings and infrastructure. Coastal CoMs are identified as having responsibility for implementing a number of these actions.

Decision making and management along the coast needs to be consistent with the VCS and its principles, policies and actions. The VCS provides significant direction to GORCC in managing its coast and has been used extensively to inform the development of this CMP.



Front cover of VCS.

The VCS can be found at <http://www.vcc.vic.gov.au/vcs.htm>

## GORCC Specific Guiding Principles

GORCC has developed a set of guiding principles which are specific to the coast it manages, whilst complimenting the VCS principles. These cover a range of topics, including the natural environment, stakeholder engagement and organisational governance. They identify areas which GORCC believes are essential to effectively manage the coast and will guide the organisation's strategic direction and decision making in to the future.

### GORCC believes that:

1. The natural environment is the prime value of the GORCC managed coast and its protection and enhancement is of the highest priority.
2. The GORCC managed coast has very strong community, heritage and traditional values which must be protected and enhanced.
3. The coast's significant economic values provide opportunities to generate resources to support the protection and enhancement of its natural, community, heritage and traditional values.
4. The GORCC managed coast should be managed in a transparent and collaborative way on behalf of and in partnership with all stakeholders, with the general community being GORCC's main 'client'.
5. The GORCC managed coast should remain accessible and affordable for the general community to participate in a range of passive and active recreational pursuits.
6. Fostering stewardship and volunteerism on the coast by improving awareness and understanding amongst stakeholders is integral to its long term sustainability.
7. GORCC's decisions and actions should be directed by plans, strategies and other business and planning tools that have been developed in consultation with stakeholders and using rigorous information and data.
8. GORCC will be pro-active and take a lead role in promoting and facilitating the best outcomes for the coast, including advocating and lobbying others on broader issues beyond GORCC's direct responsibilities.
9. Good governance, prudential management, organisation and structural arrangements and appropriate human and other resources are essential to ensuring GORCC operates in an effective, ethical and compliant manner.



## B2.4 Coastal Zones and Sections

To manage the coast, GORCC uses a geographical structure consisting of four 'zones' based around the main townships along the coast, each with a number of different 'sections', which are parts of the zone with similar features, such as geomorphology, ecology and use. The zones and sections, along with examples of relevant key values and neighbouring land managers, are shown in the tables and maps on pages 37-51.

This structure supports GORCC's strategic approach to management of the coast by allowing GORCC to prioritise and target activities to suit the unique values and needs of its individual parts, rather than managing it as one homogenous area.

The process to develop this CMP provided an opportunity to update this structure by reviewing existing information and collecting new information, such as community input, regarding the values of the coast. While this reiterated that the whole of the GORCC managed coast has significant values, it allowed an improved understanding to be developed regarding the relative values of each section.

This structure will be one source of input for the review, revision and development of masterplans (see Section B3.3, page 61) and decisions regarding the appropriate uses and developments for each section of the coast. For example, upgrading an access facility in an area with higher social values and lower environmental values would be more likely than in an area with lower social and higher environmental values. Other important sources of input will be further stakeholder engagement and the preliminary activity node and recreation node hierarchy (see Section B2.5, below).

The GORCC structure is similar to a new approach to managing and funding of the coast across the State that is currently being developed by DSE. Called the 'Coastal Assets Project', it aims to align and integrate with the approach taken by Catchment Management Authorities (CMA's) to catchment management of identifying 'assets' (ie tangible bio-physical elements of the environment that are valuable for their environmental, social and economic values) for priority attention and achieving targeted outcomes. GORCC's coastal sections could be considered as assets under this new DSE system and mean GORCC is already positioned to adopt any changes and take advantage of any opportunities that arise from it.

Working with key stakeholders, especially DSE and CCMA, to build on this structure for the GORCC managed coast and align it with the new approach being developed by DSE is a priority identified in this CMP (ie Action 98, page 70). This should involve the development of a more thorough, regional approach that identifies threats to the values of each asset and also overcomes some of the limitations identified with the GORCC structure, such as it being based mainly on existing available data and information and it not considering the relative size of each section of coast (ie larger sections could have more opportunity to contain more/higher values).

## **B2.5 Activity and Recreation Nodes**

The VCS states that development along the coast should be directed away from sensitive areas and significant landscapes and managed within existing settlements and urban areas and within activity nodes and recreation nodes. The intended benefits of this approach include it contains use and development to certain locations, reduces impacts of use and development and protects more sensitive areas. The VCS defines activity nodes and recreation nodes as follows.

### **Activity nodes**

Activity nodes are located within existing coastal settlements and:

- Contain both public and private land.
- Provide community recreation facilities and opportunities which enhance the coastal experience.
- Provide appropriate areas for commercial uses, including ports and fishing.
- Provide tourist accommodation and activities.
- Have an increased density of development and range of uses.
- Provide for public transport and traffic needs.
- Contain development which exhibits excellence in design and complements or integrates with the coastal landscape and setting.
- Contain development which is of a scale appropriate to the local context.
- Complement and benefit from adjacent private land use and development.

The objective for activity nodes is to provide a focus area for access to the coast, services and social interaction within existing settlements and urban areas, and to link and integrate the public and private realms within this area.

### **Recreation nodes**

Recreation nodes are areas that:

- Are located on coastal Crown land, outside of activity nodes.
- Exhibit a high level of use and visitation for recreation and water-related activities.
- Offer foreshore and marine access, and may contain boat ramps.
- Contain recreational infrastructure such as piers, fishing platforms, walking tracks, picnic and camping grounds, and lifesaving clubs.
- Have identified strategic priorities for the provision of existing recreation facilities and provide opportunities for the redevelopment or expansion of facilities for the net community and public benefit.

The objective for recreation nodes is to provide access to recreation and water-related activities where a genuine need is identified through a strategic assessment, whilst limiting the scale and intensity of development to that which is appropriate to the area.

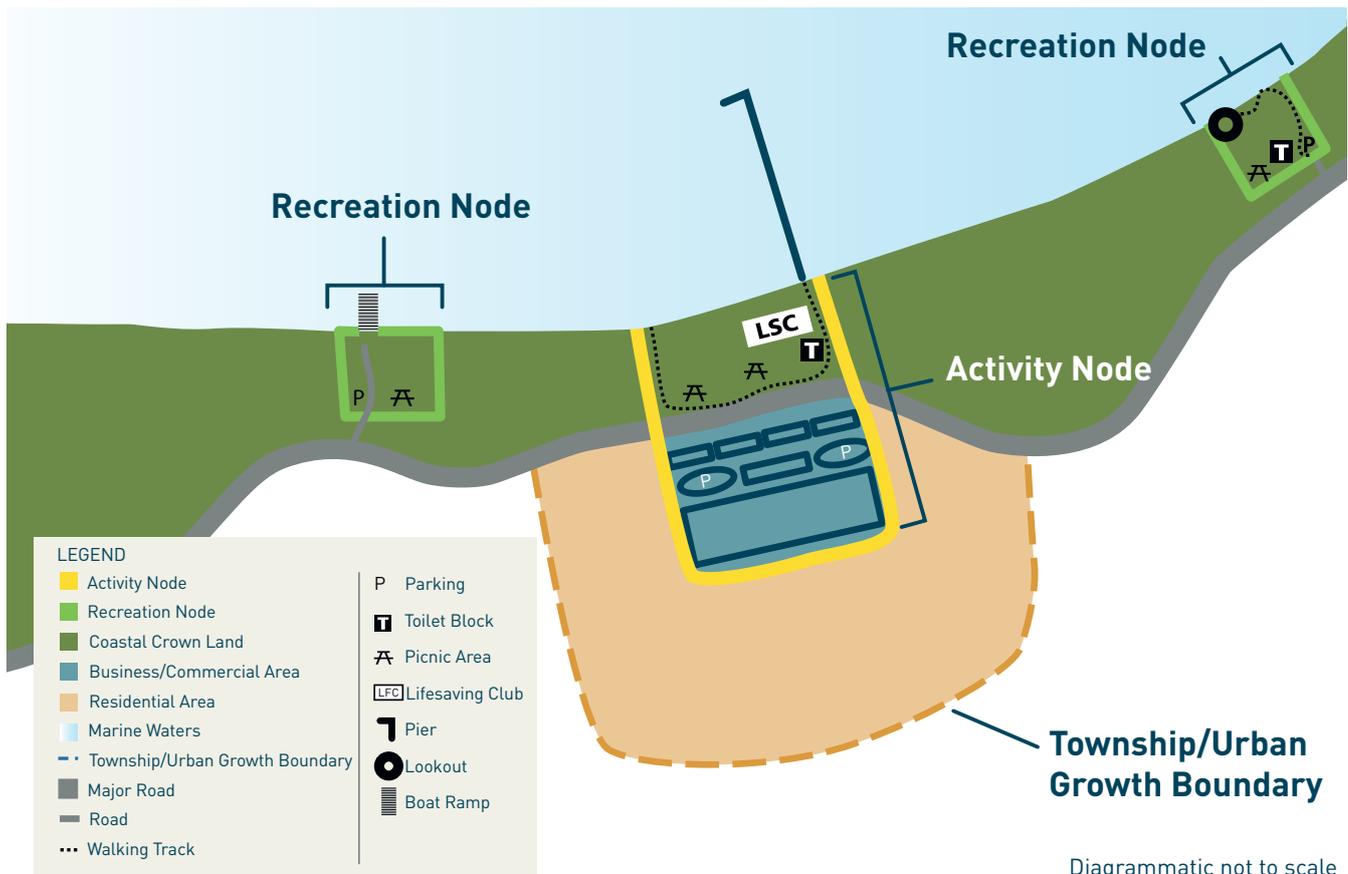


Figure 5: Diagrammatic representation of the spatial location and possible features of activity nodes and recreation nodes<sup>23</sup>

Figure 5 shows a conceptual model of the relationship between an activity node and a recreation node.

Any development on coastal Crown land within an activity node and within a recreation node should satisfy the criteria for use and development on coastal Crown land in the VCS (see page 56 of the VCS).

The VCS directs that activity nodes and recreation nodes be defined by the Regional Coastal Boards, working in conjunction with DSE, local government, CoMs, PV and communities of interest, and that they should be identified in CAPs and CMPs.

**Preliminary GORCC activity node and recreation node framework**

As identified in Section A3.1 (page 13) and can be seen on the maps on pages 38 to 51, in effect, the entire GORCC managed coast is based around existing settlements and urban areas and already supports a relatively high level of use and development. Also, as identified in Section A4.4 (page 20), GORCC uses masterplanning processes to describe and direct the suitable use and development of individual sections of the coast.

WCB is yet to identify activity nodes and recreation nodes for the western Victoria region, including the GORCC managed coast. It intends to do this as part of a new CAP it is to prepare.

However, GORCC has taken the step of identifying a preliminary framework of activity nodes and recreation nodes for the coast it manages as part of the process to develop this CMP. These are identified on the maps on pages 38 to 51.

These nodes have been identified using the direction provided by the VCS, as well as other existing zonings and classification systems for the coast. These include the Surf Coast Planning Scheme (which identifies the GORCC managed coast generally as either Public Park and Recreation Zone or Public Conservation and Resource Zone), the Environment Conservation Council’s Marine, Coastal and Estuarine Investigation report (Coastal Protection Zone and Coastal Recreation Zone) and the reservation purpose of each Crown land reserve (Coastal Protection, Public Purposes, etc). The views and opinions of stakeholders was also a key influence, especially those gathered as part of the process to develop this CMP.

This preliminary framework will form the basis of GORCC’s involvement and representation of the area it manages in the planned WCB CAP process to identify activity nodes and recreation nodes across the broader region.

<sup>23</sup> Victorian Coastal Strategy, the State of Victoria, Victorian Coastal Council, 2008.

It will also provide direction for future masterplanning processes for the GORCC managed coast (see Section B3.3, page 61). Being lower level, more prescriptive documents, these masterplans will investigate the use and development of each specific section of the GORCC managed coast in greater detail. They therefore may discover refinements required to the higher level framework of nodes set out in this CMP, and/or identify a more detailed land use classification system that is appropriate for specific sections of coast. Also, being a regional level document, the CMP only identifies the more significant, or 'major', recreation nodes. Future masterplanning processes provide an opportunity to identify other levels of recreation nodes (eg 'minor').

It is important to note that while activity nodes are intended to contain both public and private land (as identified in the description on page 35), the extent of the activity nodes identified in this CMP only include Crown land. The activity nodes identified are immediately adjacent to areas of private land and there is an existing high level of interaction between them and the Crown land that would indicate the private land is appropriate to include in the activity nodes. However, it is felt that further consideration and consultation is needed to define the areas of private land to be included in the activity nodes. The planned WCB CAP process and future masterplanning for the GORCC coast provide opportunities to complete this extra work.

Other factors may also require the nodes identified in this CMP to be refined in the future, such as the need to adapt to changes in the coast. For example, if Hooded Plovers choose to nest near an identified recreation node, or the node is consistently eroded and becomes unfeasible to maintain, it may need to be decommissioned or moved.

**Table 1: Zone A Point Impossible – Jan Juc, key values and neighbouring land managers**

Zone		Section		Examples of key values	Neighbouring Land Managers
Letter	Name	No	Name		
A	Point Impossible – Jan Juc	A1	Point Impossible – Deep Creek	Flora of State and local conservation significance Multiple cultural heritage sites of high significance Highly valued by the community	DSE, PV, Sands Golf Club, SCS
		A2	Deep Creek – Jan Juc Creek	Highly valued by the community Very high level of use by the community Very high importance to local and regional economy Very high total value of infrastructure and facilities	DSE, private land owners, PV, Torquay Golf Club, SCS
		A3	Taylor Park	Medium likelihood of fauna of national significance High level of use by the community	Private land owners
		A4	Torquay Foreshore Caravan Park	Very high level of use by the community Very high importance to local and regional economy High total value of infrastructure and facilities Generates very high level of revenue for GORCC and management of the coast	Private land owners
		A5	Jan Juc Creek – Bones Road	Flora of State and local conservation significance Multiple EVCs of very high conservation significance Medium likelihood of fauna of national significance Highly valued by the community Very high level of use by the community High importance to local and regional economy High total value of infrastructure and facilities	DSE, private land owners, SCS



**Point Impossible to Deep Creek**

*(Zone A, Section A1)*



**Deep Creek to Jan Juc Creek**

*(Zone A, Section A2)*



**Taylor Park**

*[Zone A, Section A3]*



NOT TO SCALE



GORCC MANAGEMENT AREA



ACTIVITY NODE



**Torquay Foreshore Caravan Park**

*(Zone A, Section A4)*



NOT TO SCALE



GORCC MANAGEMENT AREA



ACTIVITY NODE

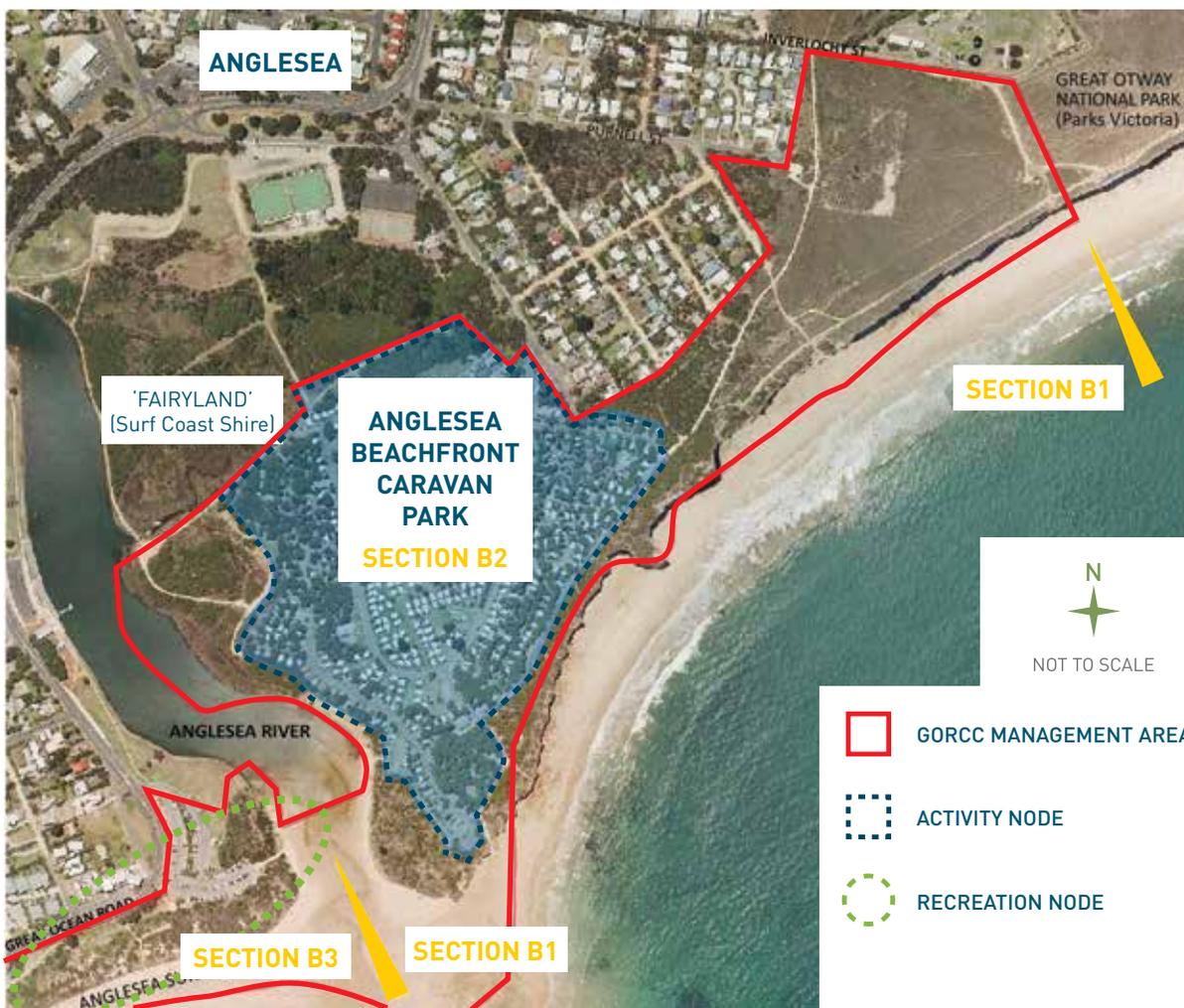


**Jan Juc Creek to BONES Road**

*[Zone A, Section A5]*

**Table 2: Zone B Anglesea – O’Donohue Road, key values and neighbouring land managers**

Zone		Section		Examples of key values	Neighbouring Land Managers
Letter	Name	No	Name		
B	Anglesea – O’Donohue Road	B1	Inverlochy Street – Anglesea River	Multiple EVCs of very high conservation significance Medium likelihood of fauna of national significance	DSE, PV, private land owners, SCS
		B2	Anglesea Caravan Park (currently leased to private operator)	Medium likelihood of fauna of national significance Very high level of use by the community Very high importance to local and regional economy	Private land owners, SCS
		B3	Anglesea River – O’Donohue Road	High level of use by the community Very high importance to local and regional economy High total value of infrastructure and facilities	VicRoads, SCS, PV, private land owners, DSE



**East of Anglesea River (Zone B, Section B1) and Anglesea Caravan Park (Zone B, Section B2)**



**Anglesea River to O'Donohue Road**

*(Zone B, Section B3)*



NOT TO SCALE



GORCC MANAGEMENT AREA



RECREATION NODE

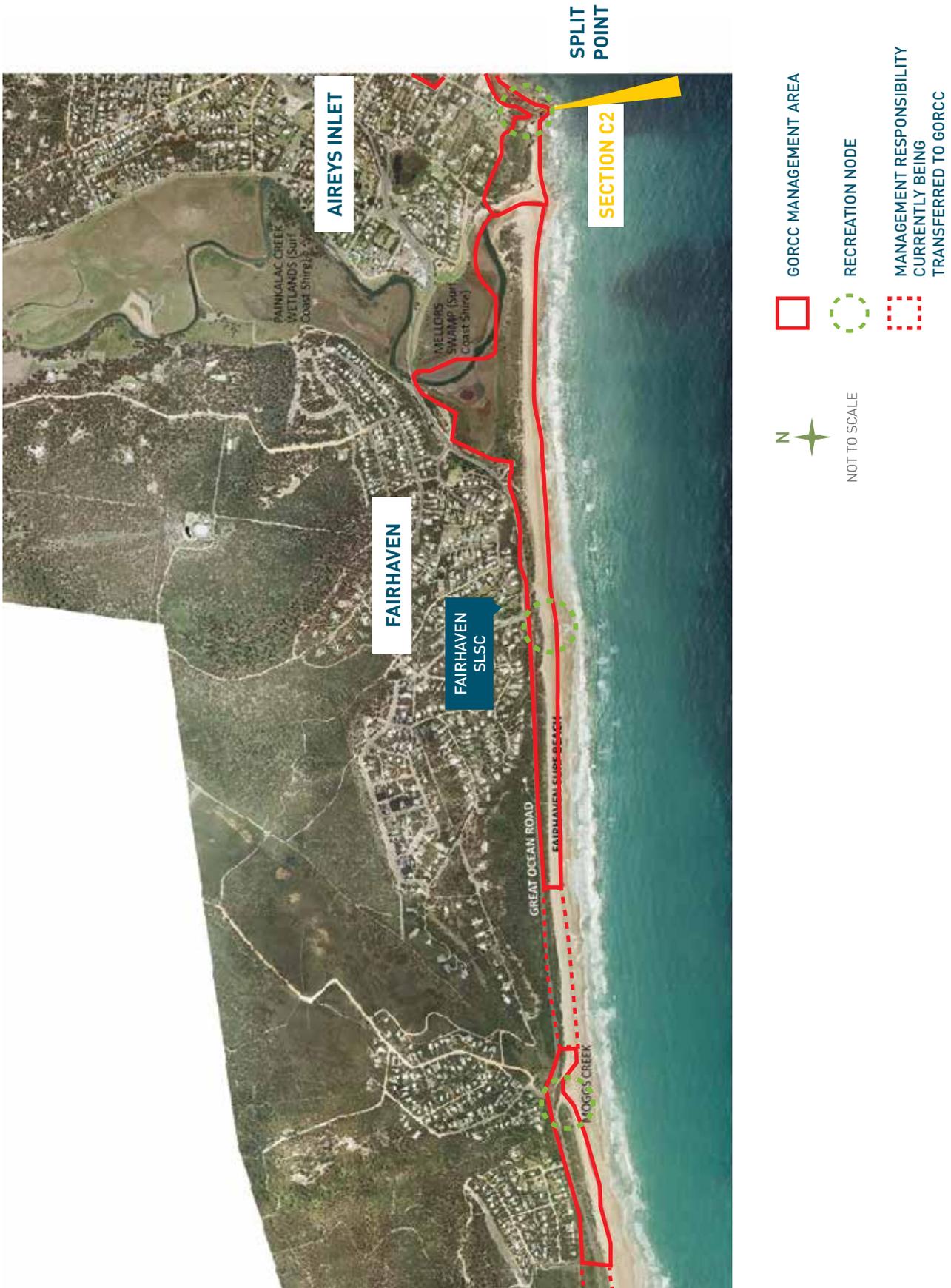
**Table 3: Zone C Aireys Inlet – Eastern View, key values and neighbouring land managers**

Zone		Section		Examples of key values	Neighbouring Land Managers
Letter	Name	No	Name		
C	Aireys Inlet – Eastern View	C1	East of Split Point Lighthouse	Multiple EVCs of very high conservation significance Medium likelihood of fauna of national significance	SCS, PV, DSE, private land owners
		C2	Split Point Lighthouse – Eastern View	Multiple EVCs of very high conservation significance Multiple cultural heritage sites of medium and high significance High importance to local and regional economy	SCS, DSE, VicRoads, private land owners



**East of Split Point Lighthouse**

*[Zone C, Section C1]*



**Split Point Lighthouse to Eastern View**  
*(Zone C, Section C2 – East)*

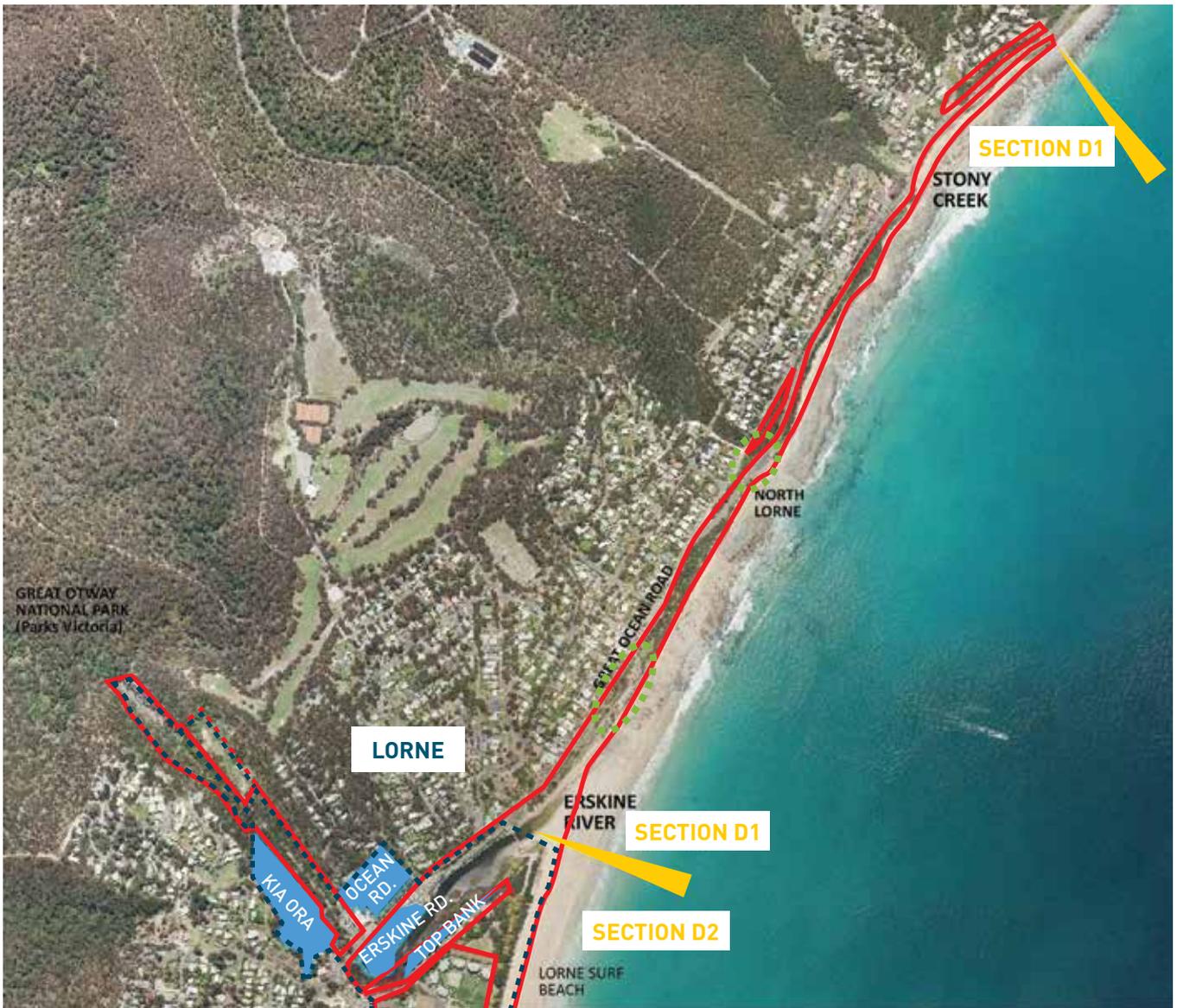


**Split Point Lighthouse – Eastern View**

*(Zone C, Section C2 – West)*

**Table 4: Zone D Lorne – Cumberland River, key values and neighbouring land managers**

Zone		Section		Examples of key values	Neighbouring Land Managers
Letter	Name	No	Name		
D	Lorne – Cumberland River	D1	Stony Creek – Erskine River	One EVC of high conservation significance One flora species of State conservation significance	VicRoads, private land owners, DSE, PV
		D2	Erskine River – St George River	Multiple cultural heritage sites of high significance Highly valued by the community Multiple cultural heritage sites of medium and high significance Very high level of use by the community Very high importance to local and regional economy Very high total value of infrastructure and facilities	VicRoads, private land owners, DSE, PV
		D3	Lorne Foreshore Caravan Park	Very high level of use by the community Very high importance to local and regional economy High total value of infrastructure and facilities Generates very high level of revenue for GORCC and management of the coast	Private land owners, VicRoads
		D4	Queens Park	Medium likelihood of fauna of national significance	Private land owners, DSE, PV, VicRoads
		D5	Cumberland River Caravan Park (currently leased to private operator)	One EVC of very high conservation significance High likelihood of fauna of national significance High importance to local and regional economy	PV, VicRoads



Stony Creek to Erskine River (Zone D, Section D1)  
and parts of Lorne Foreshore Caravan Park (Zone D, Section D3)



-  GORCC MANAGEMENT AREA
-  GORCC MANAGED CARAVAN PARKS (ZONE D, SECTION D3)
-  ACTIVITY NODE
-  RECREATION NODE
-  MANAGEMENT RESPONSIBILITY CURRENTLY BEING TRANSFERRED TO GORCC



**Erskine River to Point Grey**

*(Zone D, Section D2 – North)*



- GORCC MANAGEMENT AREA
- GORCC MANAGED CARAVAN PARKS (ZONE D, SECTION D3)
- ACTIVITY NODE
- RECREATION NODE



Point Grey to St George River (Zone D, Section D2 – South), parts of Lorne Foreshore Caravan Park (Zone D, Section D3) and Queens Park (Zone D, Section D4)



-  GORCC MANAGEMENT AREA
-  GORCC MANAGED CARAVAN PARKS (ZONE D, SECTION D3)
-  ACTIVITY NODE
-  RECREATION NODE
-  MANAGEMENT RESPONSIBILITY CURRENTLY BEING TRANSFERRED TO GORCC



**Cumberland River Caravan Park**

*[Zone D, Section D5]*

 N  
 NOT TO SCALE

 GORCC MANAGEMENT AREA  
 ACTIVITY NODE

## B2.6 Strategic Priorities and Capability Requirements 2013-2018

GORCC has identified six important areas of focus for the next five years:

- Three Strategic Priorities – Natural Environment; Community, Heritage and Traditions; and Resourcing and Business Activities.
- Three Organisational Capabilities – Stakeholder Engagement; Planning; and Governance Arrangements.

The Strategic Priorities are triple-bottom-line (ie environment, social, economic) outcome-based (ie the ends), while the Organisational Capabilities are the enablers to ensure effective outcomes (ie the means). Table 5 shows the three Strategic Priorities and three Organisational Capabilities in matrix form and the important inter-relationships between them.



Table 5: GORCC Strategic Priorities and Organisational Capabilities 2012-2017

The Strategic Priorities and Capability Requirements are intended to identify GORCC's six most important overall areas of focus for the next five years. Things like on-ground maintenance works along the coast are obviously an important capability of the organisation that is not explicitly identified in the six areas above. Rather, it is intended that these are integrated across them all, while also being specifically identified in the Action Plans (see Section B3, page 58).

The Strategic Priorities and Organisational Capabilities are discussed further below. The 'GORCC Specific Guiding Principles' (Section B2.3, page 34), 'Strategic Responses to the Significant Challenges in Managing the Coast' (Section B1, page 28) and GORCC's objectives for the next five years that relate to each are also identified. These will provide particular focus for the six areas.

### Strategic Priorities

#### Natural Environment

The natural environment of the GORCC managed coast is significant and highly valued. It is what attracts people to the coast and the region more broadly and protecting it is a major part of GORCC's role.

Protecting and improving the environment is a key consideration for the whole organisation and practical work in this area is led by the GORCC Conservation Team. The Team partners with community groups and others to deliver much of the weed removal, revegetation and rehabilitation works along the coast.

GORCC has invested considerable time and resources in to the management of the natural environment and made some good progress, however much remains to be done to build on this start and keep progressing. In particular, adding to the current understanding of the natural values of the coast and how they are changing is a key priority, including knowing what impact the efforts are having.

Another important focus for GORCC needs to be coastal hazards, such as cliff stability. While the causes of these hazards are generally beyond the control of GORCC, managing their impacts on the coast (and its users and infrastructure) is a major part of its role. Climate change is likely to increase the frequency, intensity and extent of existing coastal hazards, as well as introduce a new hazard of long term sea level rise.

**Relevant GORCC Guiding Principle  
(from Section B2.3, page 34):**

1. The natural environment is the prime value of the GORCC managed coast and its protection and enhancement is of the highest priority.

**Relevant Strategic Responses to Significant Challenges (from Section B1, page 28):**

- Continue targeting weeds as the key threat to environmental values along the coast.
- Improve knowledge and understanding of long term trends in natural values and assets, and use to assess and improve the effectiveness of management efforts.
- Prioritise protection and enhancement of the natural environment in management decisions.

**Objectives:**

- To take a proactive, rather than reactive, approach to protecting and enhancing the natural environment.
- To minimise threats and manage their impacts on the natural environment.
- To increase understanding of environmental values and their condition and extent.

**Actions (see Section B3, page 58)**

*Community, Heritage and Traditions*

Ensuring the strong social values of the GORCC managed coast are protected and managed appropriately, particularly under predicted scenarios of increasing use and development and coastal hazards, is a key priority.

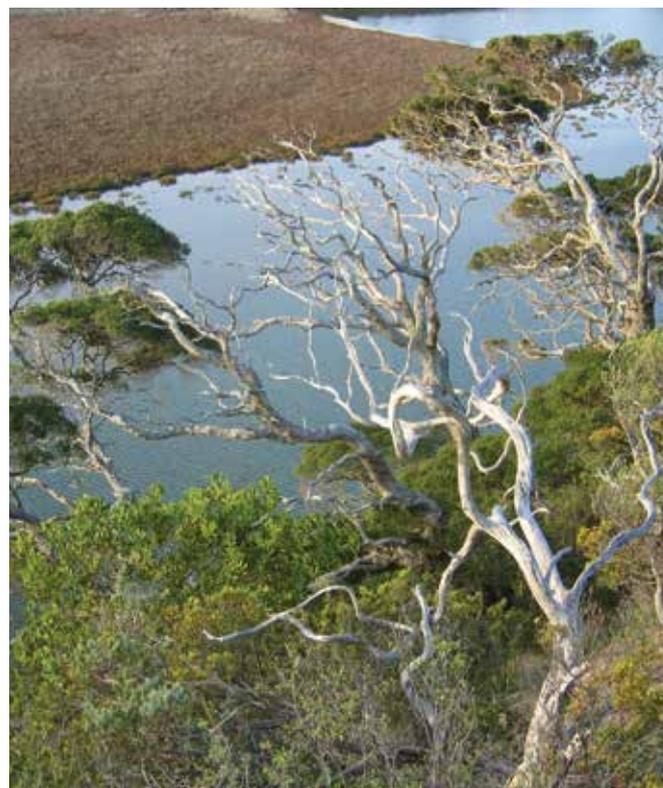
GORCC has recently taken a major step towards improved protection and management of Indigenous cultural heritage along the coast through the development of an Aboriginal Cultural Heritage Conservation Manual<sup>24</sup>. A similar document regarding non-Indigenous cultural heritage would further benefit efforts and outcomes in this area.

Access to the coast underpins and supports much of its community, heritage and traditional values. Managing this access constitutes the largest part of GORCC's work and mainly involves the provision and maintenance of a wide range of infrastructure (see Section A3.2, page 16) and facilities, including 65 stairways, 20 viewing platforms, 26 kilometres of pathways, 22 kilometres of fencing, 32 car parks and 79 picnic tables. In doing this, GORCC needs to take a strategic, long term view of access requirements across the GORCC managed coast and broader region and consider and balance a number of issues, especially the provision of safe and appropriate access to the coast in a way that does not lead to significant negative impacts on the natural environment.

GORCC sees increasing access and use of existing buildings and facilities along the coast as playing an important part of the approach to this issue. Rather than developing new buildings on the coast, the role of facilities such as SLSC's could be expanded to include additional services and functions, such as community events and meetings, to allow them to be better utilised and enjoyed by the broader community.

Consultation undertaken to inform the development of this CMP further supported the importance of the community's access to the coast – it received the highest number of nominated actions for any area of coastal management. While there was a general understanding evident among participants of the complexities involved with managing access to the coast, a wide variety of views are held regarding items such as dogs on beaches and car parks (ie number, size, type, location).

The caravan parks on GORCC managed land are an integral part of the coast's community, heritage and traditional values for a number of reasons, including providing affordable holiday opportunities for the public and allowing for the development of long term social interactions between campers. Specific directions and actions for managing the caravan parks are contained in masterplans developed for the Torquay and Lorne parks and the leases in place for the Anglesea and Cumberland River parks. GORCC has invested significantly in implementing the masterplans and undertaking major upgrades at the Torquay and Lorne caravan parks in recent years, however further work remains to be done.



Moonahs above Painkalac Creek Estuary.

<sup>24</sup> Aboriginal Cultural Heritage Conservation Manual: GORCC Crown Land Reserves between Torquay and Lorne, GORCC (TerraCulture), 2012.

### **Relevant GORCC Guiding Principles (from Section B2.3, page 34):**

2. The GORCC managed coast has very strong community, heritage and traditional values which must be protected and enhanced.
5. The GORCC managed coast should remain accessible and affordable for the general community to participate in a range of passive and active recreational pursuits.

### **Relevant Strategic Responses to Significant Challenges (from Section B1, page 28):**

- Optimise appropriate and equitable access and use along the GORCC managed coast (eg through provision of access facilities, information) according to the Activity and Recreation Node Framework (see Section B2.5, page 35) and the values, attributes and needs of its individual sections (see Section B2.4, page 35).

### **Objectives:**

- To increase understanding and protection of community, heritage and traditional values of the GORCC managed coast.
- To provide a suitable amount of high quality, low impact and well sited and designed facilities and infrastructure along the coast.
- To improve and maintain the level of service of existing facilities and infrastructure.
- To direct access and use to appropriate locations along the coast.
- To minimise negative impacts on environmental and social values associated with the community's access to and use of the coast.

### **Actions (see Section B3, page 58)**

#### *Resourcing and Business Activities*

Financial and other resourcing is identified and discussed in Section B1.4 (page 31) as one of the key challenges in managing the coast and is the third of GORCC's 'Strategic Priorities' for the next five years. As identified in the strategic responses to this challenge, GORCC intends to take a number of approaches to improving the resources available for managing the coast, including pursuing appropriate business opportunities, supporting volunteers and community groups and seeking external funding support.

Other business activities related to the GORCC managed coast include the range of private businesses that run activities along it, including surf schools, markets, kiosks, mobile food vendors, restaurants, cafes, promotional activities, mountain bike riding, team building and personal training. Major sporting and other events are relatively new activities on the coast, but ones which are increasing in number and participation.

GORCC has a leasing, licensing and permit system to manage these activities. This system is intended to ensure an open, transparent, fair and equitable process is followed that allows suitably qualified and experienced operators to conduct appropriate activities on the coast. It also allows GORCC to manage the level of activity on the coast so it does not impact significantly on the general community's use and enjoyment of it and for conditions to be placed on these operators to ensure activities meet appropriate safety, environmental and other standards.

Consultation undertaken to prepare this CMP has indicated that while the community generally sees some level of business activity on the coast as appropriate, they feel it should not have a significant adverse impact on environmental and social values, but rather enhance the coastal experience, and provide a suitable return to GORCC and the coast.

Fees are collected from businesses which use the coast (consistent with State public land management policy), however for many, especially licensees and permit holders, the revenue raised is minimal and would unlikely result in an overall net benefit to GORCC for reinvesting into the coast.

### Relevant GORCC Guiding Principles (from Section B2.3, page 34):

3. The coast's significant economic values provide opportunities to generate resources to support the protection and enhancement of its natural, community, heritage and traditional values.
9. Good governance, prudential management, organisation and structural arrangements and appropriate human and other resources are essential to ensuring GORCC operates in an effective, ethical and compliant manner.

### Relevant Strategic Responses to Significant Challenges (from Section B1, page 28):

- Pursue opportunities to increase funding through appropriate business activities.
- Seek and secure suitable external grant funds that help achieve identified priorities along the coast.

### Objectives:

- To provide for appropriate levels and types of commercial activities that enhance people's use and enjoyment of the coast.
- To manage commercial activities on the GORCC managed coast using an open, transparent, fair and equitable leasing, licensing and permit system that is consistent with best practice.
- To ensure commercial activities are conducted in an appropriate way and in accordance with the agreed conditions.
- To optimise the level and effective use of resources available to GORCC for managing the coast.
- Maintain an appropriate staff skills base relevant to GORCC's role and responsibilities.

### Actions (see Section B3, page 58)



Koala in Queens Park, Lorne (photo by Gary White - winner of the over 30 years of age category of the CMP photo competition).

## Organisational Capabilities

### Stakeholder Engagement

Communicating, engaging and collaborating with stakeholders is critical to GORCC's role and helps achieve better outcomes for the coast.

GORCC already enjoys close ties with local communities and endeavours to respond effectively to their needs for information and support. Some of GORCC's most important partnerships are with the many dedicated environmental volunteers who undertake invaluable rehabilitation and conservation work along the coast.

GORCC uses a variety of communication tools to inform others about our work and to encourage participation and input into particular projects or decisions. These tools range from the GORCC website to regular media releases prepared for regional media outlets. GORCC also works to educate coastal users in how to care for the coast, including running education programs, distributing information and providing online educational resources.

The consultation process for this CMP indicated that many in the community want to see these activities continued, increased or improved. The results reflected a desire for increased consultation opportunities and community involvement in general, increased education for the wider community to promote better coastal behaviour, more or improved communication about GORCC and GORCC's work, and continued or increased support for environmental volunteers.

Other critical stakeholders for GORCC and management of the coast are relevant government departments and agencies. This includes SCS, CCMA, PV and in particular DSE, who consent must be obtained from for works along the coast. GORCC already works closely with these stakeholders to coordinate efforts and share knowledge and expertise, but more could be done to strengthen relationships and involvement. This particularly relates to increasing participation in and the linkages between GORCC and the planning processes of other organisations which relate to it and the coast it manages.

### Relevant GORCC Guiding Principles (from Section B2.3, page 34):

4. The GORCC managed coast should be managed in a transparent and collaborative way on behalf of and in partnership with all stakeholders, with the general community being our main 'client'.
6. Fostering stewardship and volunteerism on the coast by improving awareness and understanding amongst stakeholders is integral to its long term sustainability.

### Relevant Strategic Responses to Significant Challenges (from Section B1, page 28):

- Consult, educate and engage with stakeholders as a critical ingredient in adapting to climate change.
- Work with other relevant organisations, in particular the SCS, to advocate for the coast, aiming to address detrimental impacts and maximise opportunities associated with increased population and development.
- Collaborate with and support community groups and volunteers in the important work they do in caring for the coast.
- Advocate to relevant government agencies and other bodies to secure suitable funding contributions.
- Pursue opportunities to strengthen community understanding and capacity regarding how to minimise impacts on the coast.

### Objectives:

- To improve knowledge and skills of the community in caring for the coast.
- To increase participation of the community in consultation and engagement regarding management of the GORCC managed coast.
- To support volunteers on the coast and encourage further participation.
- To raise awareness of and understanding about GORCC, its role, responsibilities and work amongst stakeholders.

### Actions (see Section B3, page 58)

#### Planning

Considered and informed planning is critical to GORCC using its resources in the most effective way to fulfil its role and responsibilities in managing the coast.

GORCC currently uses a number of existing plans and similar documents to guide its decisions and actions along the coast. These documents provide the next level of detail down from the CMP and some are concerned with particular issues, such as the ELMP and NVWAP, which have been used extensively in recent years to protect and enhance the coast's environmental values, while others are based on specific geographical areas. These are generally masterplans and are the key tool used to consider and provide direction for on-ground management, use and development of the coast, including the caravan parks at Torquay and Lorne. Further information regarding the different levels and types of plans that GORCC uses is provided in Section A4.4 (page 20).

The CMP process has identified new planning documents required by GORCC, as well as existing plans that are in need of review and revision. The work to develop or revise these documents will be informed by the best available information and data, such as the research undertaken as part of the process to develop this CMP (see Section A6, page 24), and the views and aspirations of stakeholders. **The results of the CMP stakeholder engagement activities will be a great basis for informing these new plans, however further engagement will also be undertaken during the development of each individual plan to ensure that up-to-date input is gathered and used.**

### Relevant GORCC Guiding Principles (from Section B2.3, page 34):

7. GORCC's decisions and actions should be directed by plans, strategies and other business and planning tools that have been developed in consultation with stakeholders and using rigorous information and data.

### Relevant Strategic Responses to Significant Challenges (from Section B1, page 28):

- Develop understanding of the vulnerability of the GORCC managed coast to the impacts of climate change.
- Adopt the 'precautionary principle' in planning and managing the GORCC managed coast even if full scientific certainty is not available.
- Undertake adaptation planning for the impacts of climate change.
- Use the best available science and risk management approaches to support planning and decision making regarding climate change.
- Undertake research and planning in relation to how population and development pressures will specifically impact GORCC managed lands and assets, and prepare responsive management plans.

### Objectives:

- To conduct research and gather data and information on key issues and challenges relating to the GORCC managed coast.
- To develop, or revise, and use plans and other tools to guide GORCC in making decisions and managing the coast.

### Actions (see Section B3, page 58)



Surf school.

#### *Governance Arrangements*

Similar to any organisation, GORCC strives to conduct its business and fulfil its role and responsibilities in the best possible way. Activities such as developing and implementing effective systems and processes and using appropriate skills and experience are all important to how GORCC manages the coast.

GORCC also faces challenges that are similar to any organisation in running their business (eg rising operating costs). However, GORCC faces additional challenges that are unique to organisations managing public land, and especially to those managing the coast. These include the varied responsibilities of GORCC (eg environmental protection and infrastructure provision) and the often changing regulatory and policy framework.

GORCC already has established arrangements in place for responding to these challenges and maximising the efficient and effective operation of the organisation. However, it also recognises the importance of continuous improvement and has identified a number of areas where advancements can be made.

In particular, GORCC has identified increasing its leadership and advocacy role for the coast and related issues as a priority moving forward. This was also supported by the community during the CMP consultation process and will assist in keeping the GORCC managed coast at the forefront of coastal management.

#### **Relevant GORCC Guiding Principles (from Section B2.3, page 34):**

8. GORCC will be pro-active and take a lead role in promoting and facilitating the best outcomes for the coast, including advocating and lobbying others on broader issues beyond GORCC's direct responsibilities.
9. Good governance, prudential management, organisation and structural arrangements and appropriate human and other resources are essential to ensuring GORCC operates in an effective, ethical and compliant manner.

#### **Relevant Strategic Responses to Significant Challenges (from Section B1, page 28):**

- Develop and implement plans and operational procedures to ensure effective use of resources across all areas of the organisation.

#### **Objectives:**

- To formalise governance arrangements relating to GORCC, its coast and role and responsibilities.
- To improve integration and coordination of management with other relevant agencies.
- To increase and maintain GORCC's knowledge and skills.

#### **Actions (see Section B3, page 58)**



Third Wave Kiosk, Torquay Back Beach.

## B3 ACTION PLANS 2013-2018

This section of the CMP identifies actions for implementing the Strategic Framework (see Section B2, page 33) and managing the GORCC managed coast over the next five years.

These are a combination of both broad, overarching and longer term actions and more specific, detailed and shorter term actions to be completed by GORCC during this time.

All actions are presented in table form, grouped according to the area of GORCC's operation they mostly relate to, such as Natural Environment Protection, Access Provision and Caravan Park Management and Operation. Which Strategic Priority or Organisational Capability each action responds to is also identified. Many actions are shown as relating to multiple Strategic Priorities and Organisational Capabilities as they are intended to help achieve outcomes in more than one area. For example, there are many other actions that have outcomes relating to the natural environment in addition to the actions listed in Section B3.1. These are any from Section B3.2 to B3.10 that have a tick (✓) next to them in the 'Natural Environment' column.

The timing for completion of each action is also identified, and is either:

- Short term (1-2 years).
- Medium term (3-4 years).
- Long term (5+ years).
- Ongoing (across all 5 years).

Key references and guiding documents used by GORCC in each area of operation and implementing the actions are also identified.

While these actions will be the key focus of GORCC over the next five years, circumstances may arise in the future that are currently unforeseen and will also need to be responded to. This may include identification of a new threat to the coast's values, a natural disaster, such as a fire or flood, a new external funding opportunity or requirements that arise from other related planning processes, such as a review of the VCS. It is important that GORCC is able to take a flexible approach and adapt to these changes to ensure the best outcomes for the coast.

Any relevant new issues, opportunities or potential actions (ie that arise following the development of this CMP) will be considered for progression and implementation by using the Strategic Framework. This will ensure all actions, both identified in the CMP and after it, are assessed in a consistent and transparent way.

New location specific actions will in particular be considered in the context of the sections and values (Section B2.4, page 34) and activity and recreation nodes (Section B2.5, page 35) of the coast to help determine if they are suitable, as well as in future area masterplanning processes (see Section B3.3, page 61).

**Importantly, the results of all stakeholder engagement activities undertaken during the development of this CMP will be retained by GORCC and used to inform future decision making and actions on the coast. Further specific engagement and consultation will also be undertaken for relevant new projects (see Action 32, page 62), including the development of new masterplans (see Section B3.3, page 61).**

For the same reasons, a flexible approach will also need to be taken to the implementation of the actions identified in the CMP. While the intent and purpose of individual actions will remain, slight variations may need to be made to how they are implemented, such as their timing. This will be done as part of the annual GORCC budgeting and priority setting process.

The CMP reporting process (see Section B5.3, page 77) and other opportunities such as the annual forum (see Action 42, page 63) will be used to keep stakeholders informed of any changes that are required to the implementation of the CMP.

### B3.1 Natural Environment Protection

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
<b>Broad</b>								
1	Continue implementing the NWWAP	Ongoing	✓					
2	Work with SCS and DSE to reduce the occurrence of illegal vegetation removal and destruction along the coast	Ongoing	✓	✓		✓		✓
3	Work with SCS to identify and implement opportunities to reduce the impacts of stormwater discharges to the coastal environment	Medium	✓			✓		
4	Develop and implement a process to assess and minimise the environmental impacts of works (including small and large infrastructure and cumulative impacts) during scoping and planning stages	Ongoing	✓				✓	
5	Work with CCMA and others to confirm and improve roles, responsibilities and approach to management of estuaries	Medium	✓			✓		✓
6	Improve understanding of inter-tidal areas along the GORCC managed coast, including their values, threats and management requirements	Long	✓	✓	✓		✓	
7	Continue to work with SCS and others on the 'Litter Reduction Taskforce' to improve management of litter along the coast	Ongoing	✓	✓		✓		✓
8	Continue to work with Birdlife Australia and volunteers to protect Hooded Plovers and increase their breeding success at all nesting sites	Ongoing	✓	✓	✓	✓		
9	Continue to provide coastal maintenance and other ongoing work services (eg pruning, mowing, litter removal) consistent with operational plans and procedures	Ongoing	✓	✓	✓			
<b>Specific</b>								
10	Undertake a review of the NWWAP to gauge the level and success of its implementation and provide direction for its revision	Short	✓				✓	
11	Establish and implement a long term monitoring program with key indicators to track trends in natural values and assets over time and assess the effectiveness of management activities	Ongoing	✓				✓	
12	Work with other land managers to develop a coordinated plan to manage vertebrate pests and their impacts along the coast	Medium	✓			✓	✓	

#### Key references and guiding documents for Natural Environment Protection (most available online)

- GORCC ELMP.
- GORCC NWWAP.
- DSE Victoria's Native Vegetation: A Framework for Action.
- Tasmanian Coastal Works Manual.
- CCMA Marine and Coastal Biodiversity Strategy.
- CCMA Regional Catchment Strategy (RCS).

### B3.2 Cultural Heritage Protection

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
13	Continue to implement the GORCC Aboriginal Cultural Heritage Conservation Manual	Ongoing		✓		✓		
14	Work with relevant groups (eg Indigenous community, historical societies) to identify and promote suitable cultural heritage site/s for education and interpretation by the general public	Short		✓	✓	✓	✓	
15	Explore opportunities to expand relationships, initiatives and involvement of Indigenous community in management of the coast	Ongoing		✓		✓	✓	✓
Specific								
16	Develop a strategy for the conservation and replacement of heritage trees along the GORCC managed coast	Short		✓			✓	
17	Develop a conservation manual for non-Indigenous cultural heritage along the GORCC managed coast (including caravan parks)	Medium		✓			✓	
18	Arrange cultural awareness training for appropriate staff (new staff and/or update previous training for existing staff)	Ongoing		✓				✓
19	Develop a policy on the suitability and siting of public artwork, sculptures, memorial plaques and other similar items on the coast	Medium		✓			✓	✓

#### Key references and guiding documents for Cultural Heritage Protection (most available online)

- GORCC Aboriginal Cultural Heritage Conservation Manual.
- GORCC ELMP, Volume 3: cultural heritage and landscape values.
- *Aboriginal Heritage Act 2006*.
- *Heritage Act 1995*.

### B3.3 Masterplanning

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
<b>Broad</b>								
20	Continue to implement the Point Roadknight Car Park Masterplan	Medium	✓	✓				
21	Continue to support SCS in implementing the Anglesea River Bank Masterplan	Medium	✓	✓				
22	Continue to implement the Taylor Park Masterplan	Short	✓	✓				
23	Continue to implement the Split Point Masterplan	Ongoing	✓	✓				
<b>Specific</b>								
24	Develop new masterplan for the Anglesea Foreshore	Long	✓	✓	✓	✓	✓	
25	Develop new masterplan for the Aireys Inlet to Eastern View Foreshore (except Split Point)	Short	✓	✓	✓	✓	✓	
26	Develop new masterplan for the Lorne Foreshore	Short	✓	✓	✓	✓	✓	
27	Develop new masterplan for Queens Park in Lorne	Short	✓	✓	✓	✓	✓	
28	Develop new masterplan for the Erskine River Precinct in Lorne	Short	✓	✓	✓	✓	✓	
29	Review and revise the Torquay Foreshore Masterplan and broaden its scope to include the Jan Juc foreshore	Medium	✓	✓	✓	✓	✓	
30	Review and revise the Point Impossible Nude Beach Car Park Redevelopment Plan	Medium	✓	✓	✓	✓	✓	
31	Review and revise the Lorne Foreshore Caravan Park Landscape Masterplan and Design Guidelines	Short	✓	✓	✓	✓	✓	

#### Key references and guiding documents for Masterplanning (most available online)

- VCC Siting and Design Guidelines for Structures on the Coast.
- GORCC Aboriginal Cultural Heritage Conservation Manual.
- GORCC ELMP.
- GORCC NWWAP.
- Anglesea Estuary Management Plan.
- Painkalac Creek Estuary Management Plan.
- GORCC Cliff Stability Study and Risk Assessment.
- GORCC Coastal Processes Study.
- Other existing studies and reports (eg flora and fauna assessments).

### B3.4 Community Involvement

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
32	Develop and use a standard process for identifying and planning appropriate consultation and engagement methods for all projects	Ongoing		✓		✓	✓	
33	Conduct research (eg surveys) with coastal users and volunteers to gain feedback and to measure GORCC's performance	Ongoing		✓		✓	✓	
34	Increase participation in consultation and engagement opportunities by offering a diverse range of activities and promoting them widely	Ongoing		✓		✓		
35	Specifically target priority community groups (eg private landholders, visitors) with information about how to care for the coast and reduce their environmental impact	Medium	✓	✓		✓		
36	Develop and implement a program that supports school groups in becoming custodians for an area of coast and participate in its management in the longer term	Ongoing	✓	✓		✓		
37	Expand communication activities and continue to support education programs in caravan parks	Ongoing	✓	✓	✓	✓		
38	Investigate ways to include community groups and volunteers in the environmental monitoring program (see Action 11, page 59)	Medium	✓	✓		✓	✓	
39	Increase the promotion of environmental volunteer groups and their work through GORCC networks and activities	Ongoing	✓	✓		✓		

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Specific								
40	Provide commercial operators on the coast (eg surf schools, kiosks), SLSCs and others with information for distribution to their customers and members about GORCC and how to care for the coast	Long	✓	✓	✓	✓		
41	Continue to offer an annual Coastal Grants Program and investigate opportunities to increase participation in it	Ongoing	✓	✓		✓		
42	Hold an annual forum for education and face-to-face communication between GORCC and the community regarding the coast, relevant issues, projects, priorities, etc	Ongoing	✓	✓	✓	✓		
43	Expand and enhance incorporation of cultural heritage issues in GORCC's Education Program in consultation with relevant Indigenous and historic cultural heritage groups	Ongoing		✓		✓		
44	Raise awareness regarding coastal hazards, and in particular the impacts of climate change using the results of the GORCC Coastal Climate Change Vulnerability and Adaptation project (see Section A6.3, page 25), through a range of communication platforms	Short		✓		✓		
45	Extend the Terms of Reference of the CMP CRG to include an annual meeting to discuss and provide feedback on the implementation of the CMP	Ongoing				✓	✓	
46	Circulate information regarding relevant grants available to community groups to help care for the coast via the GORCC E-newsletter and other appropriate means	Ongoing	✓	✓	✓	✓		

#### Key references and guiding documents for Community Involvement (most available online)

- GORCC Environmental Education and Activities Program.

- DSE Stakeholder Engagement Toolkit.
- Previous consultation reports (eg Coastal Management Plan, Communication and Engagement Survey).

### B3.5 Access Provision

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
47	Develop a plan that provides directions and actions for managing and improving the network of paths and trails along the GORCC managed coast	Medium	✓	✓		✓	✓	
48	Investigate and implement ways to improve knowledge of visitor numbers, patterns of use and levels of satisfaction regarding the GORCC managed coast	Medium		✓		✓	✓	
49	Collaborate with the VCC in conducting planned research into the carrying capacity (eg human, environmental) of coastal Crown land (Action 4.2.e from VCS)	Medium	✓	✓		✓	✓	
50	Continue to work with SCS to enforce local laws and DSE to enforce Crown land reserve regulations	Ongoing	✓	✓		✓		✓
51	Advocate and assist key stakeholders (eg SCS, VicRoads) to improve the safety of pedestrian crossings of Great Ocean Road at key locations (eg Fairhaven, Anglesea SLSC, Cumberland River)	Medium		✓		✓		
52	Close and rehabilitate surplus or inappropriate access facilities	Short	✓	✓				
53	Consider proposals to make the Point Grey boat launching facility safer for launching and retrieval and to protect against ongoing erosion (as per the Western Victoria Boating CAP)	Ongoing	✓	✓			✓	
54	Consider proposals to make the Point Roadknight boat launching facility safer for launching and retrieval	Ongoing	✓	✓			✓	
55	Contribute to the planned investigation to establish the preliminary feasibility of potential safe harbour locations between Queenscliff and Apollo Bay (as per the Western Victoria Boating CAP)	Medium	✓	✓		✓	✓	
56	Investigate ways to ensure suitable access for emergency services (eg ambulance) during peak visitor days	Short		✓			✓	

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Specific								
57	Upgrade existing access facilities at Torquay Surf Beach and Lorne Main Beach to provide access suitable for users of all mobilities	Short		✓				
58	Implement upgrades to Darian Road foreshore area identified in the Torquay Foreshore Masterplan	Medium	✓	✓				
59	Develop a strategy to direct car park access, demand, maintenance and management along the coast	Short	✓	✓	✓		✓	
60	Work with tourism agencies and SCS to develop and widely distribute a 'Guide to the Beaches of the Surf Coast' which identifies suitable areas and access points for different beach users and activities (eg swimming, surfing (different abilities), fishing, dog walking, young families, disabled and elderly)	Medium		✓		✓	✓	
61	Develop a sign plan for the GORCC managed coast which identifies signage requirements and a program for fulfilling and maintaining them	Medium	✓	✓			✓	
62	Provide feedback to SCS for use in planned review of dog beach regulations regarding ways to reduce associated negative impacts on recreational amenity and the environment	Short	✓	✓			✓	
63	Work with CFA and SCS to investigate use and management requirements of GORCC beaches as fire refuges and under other emergency scenarios	Short		✓		✓	✓	
64	Facilitate a masterplanning process for the Torquay boat launching facility (as per the Western Victoria Boating CAP)	Medium	✓	✓	✓	✓	✓	

**Key references and guiding documents for Access Provision (most available online)**

- GORCC ELMP.
- DSE Coastal Access Decision Making Tool.
- Tasmanian Coastal Works Manual.
- GORCC masterplans.
- VCC Siting and Design Guidelines for Structures on the Coast.
- Western Victoria Boating Coastal Action Plan.

### B3.6 Caravan Park Management and Operation

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
65	Investigate and implement new ways of improving year round occupancy in caravan parks in order to improve their level of use, enhance visitors' experience and increase revenue for managing the coast	Ongoing		✓	✓		✓	
66	Continue managing caravan parks and implementing upgrades consistent with their masterplans	Ongoing	✓	✓	✓			
67	Collaborate and share relevant information with other Crown land caravan park managers for mutual benefit	Ongoing	✓	✓	✓	✓	✓	✓
68	Manage access to caravan parks using the DSE and GORCC access policies	Medium		✓	✓			✓
69	Work with DSE to investigate suitable areas for establishing new peak period camping opportunities	Medium	✓	✓	✓	✓	✓	
Specific								
70	Every five years review management models for all caravan parks to ensure best experience for users and return to the coast	Long		✓	✓			✓
71	Regularly review fees to ensure they are commercially competitive and revenue keeps pace with requirements for maintenance and future investment	Ongoing		✓	✓			✓
72	Become accredited through the Tourism Accreditation Board of Victoria program	Medium	✓	✓	✓			✓

#### Key references and guiding documents for Caravan Park Management and Operation

- Lorne and Torquay caravan park masterplans.
- Anglesea and Cumberland river caravan park leases.
- DSE Caravan and Camping Parks on Coastal Crown Land: Reference Group Report.
- GORCC caravan park access policy.
- DSE caravan and camping park access policy.
- DSE leasing policy.

### B3.7 Coastal Hazard Management

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
<b>Broad</b>								
73	Complete detailed adaption planning to respond to the priority risks identified in the GORCC Coastal Climate Change Vulnerability and Adaption project (see Section A6.3, page 25)	Medium	✓	✓			✓	
74	Continue to participate in relevant multi-agency fire management and planning processes, including the DSE and PV annual fire operations planning and township and municipal integrated fire management planning committees	Ongoing	✓	✓	✓	✓	✓	✓
<b>Specific</b>								
75	Review and update the LSV aquatic safety signage audit for GORCC beaches	Medium		✓			✓	
76	Complete an audit of all risks to the public along the GORCC managed coast and develop an ongoing risk management framework	Short		✓			✓	✓
77	Include coastal hazard requirements in the GORCC sign plan (see Action 61, page 65)	Medium		✓			✓	
78	Develop and implement a system (eg land survey, aerial photography) to monitor changes in cliffs and the position of the shoreline over the long term	Long		✓			✓	
79	Complete detailed assessments for priority cliffs identified in Coastal Stability Study and Risk Assessment (see Section A6.2, page 24)	Short	✓	✓	✓		✓	

#### Key references and guiding documents for Coastal Hazard Management (most available online)

- DSE Future Coasts Program.
- GORCC Cliff Stability Study and Risk Assessment.
- GORCC Coastal Processes Study.
- GORCC Coastal Climate Change Vulnerability and Adaptation Project.

### B3.8 Commercial Activities Support

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
80	Review surf school numbers, operating times and locations to reflect the increasing use of beaches by the general public and to minimise disruption to them	Medium		✓	✓		✓	
81	Regularly review the GORCC leasing, licensing and permit system for commercial activities on the coast to ensure levels and types of activities, fees charged and other items remain up-to-date and appropriate	Ongoing	✓	✓	✓		✓	✓
82	Include consideration of commercial activities in research into carrying capacity of coastal Crown land reserves (see Action 49, page 64)	Medium			✓	✓	✓	
83	Provide information to operators of commercial activities on the coast regarding issues such as protecting the environment and minimising impacts on other users	Ongoing	✓	✓	✓	✓		
Specific								
84	Develop and implement a system to audit and manage compliance of lease, licence and permit holders with the conditions of their use	Ongoing	✓	✓	✓			✓
85	Develop and use a standard process for assessing proposals for commercial activities on the coast (eg that compares their risks and benefits)	Ongoing	✓	✓	✓			✓
86	Develop and use a policy for assessing applications for major events along the coast, including their appropriate siting, types, sizes and fees	Ongoing	✓	✓	✓			✓

#### Key references and guiding documents for Commercial Activities Support (most available online)

- DSE leasing policy.

- *Crown Land (Reserves) Act 1978.*
- DSE Tour Operator Licensing Policy.

### B3.9 Infrastructure Provision

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
87	Work with other agencies to investigate opportunities for expanding the use of club facilities on the coast (eg SLSCs, fishing clubs) by the whole community, including through incorporation of conditions in their leases	Ongoing		✓		✓	✓	✓
88	Work with LSV and SCS to review current and future needs for levels and types of surf life saving services (eg clubs, patrol areas) along the coast	Short	✓	✓		✓	✓	
89	Continue to implement and update the GORCC Infrastructure Replacement Program to ensure priority infrastructure is renewed, maintained or replaced as appropriate	Ongoing	✓	✓	✓			
90	Closely supervise and work with contractors (eg toilet cleaners, garbage removalists) to ensure suitable service and standard levels are maintained	Ongoing	✓	✓	✓	✓		
91	Include contractors in provision of information regarding issues such as protecting the environment and minimising impacts on users (see Action 40, page 63)	Ongoing	✓	✓	✓	✓		
92	Implement planning and design processes that involve the community and professional expertise (eg architects) for all major infrastructure projects	Ongoing		✓		✓	✓	
93	Continue to discourage use of the GORCC managed coast for non-coastal dependant infrastructure (eg water and sewer infrastructure)	Ongoing	✓	✓		✓	✓	
94	Investigate options for improving the environmental performance of existing and new GORCC infrastructure	Ongoing	✓	✓				
95	Use the Activity Node and Recreation Node Framework (Section B2.5, page 35) and area masterplans to guide the suitable siting of any new appropriate development or infrastructure along the coast	Ongoing	✓	✓	✓	✓	✓	✓
Specific								
96	Develop a standard approach (eg licence, Memorandum of Understanding (MoU)) for the use of coastal reserves by SLSCs outside their lease area	Short	✓	✓				✓
97	Investigate and develop a plan for the suitable future use and development of the Point Grey precinct in Lorne	Short	✓	✓	✓	✓	✓	

#### Key references and guiding documents for Infrastructure Provision (most available online)

- GORCC Infrastructure Replacement Program.
- Criteria for Use and Development on Coastal Crown Land (VCS).
- GORCC masterplans.
- *Planning and Environment Act 1987*.
- SCS Planning Scheme.
- VCC Siting and Design Guidelines for Structures on the Victorian Coast.

## B3.10 Organisational Management

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Broad								
98	Work with key stakeholders (eg CCMA, DSE) in undertaking a more detailed and thorough process to identify and assess the coastal assets and values in the region (see Section B2.4, page 34)	Medium	✓	✓	✓	✓	✓	✓
99	Investigate options for improving efficiencies of all GORCC operations (eg online booking systems, internal v's contractor services)	Short	✓	✓	✓			✓
100	Liaise with DSE, PV and SCS to review and rationalise land management areas so that the most appropriate organisation is managing specific areas	Medium				✓		✓
101	Complete an assessment of the value of the GORCC managed coast to the regional economy	Short			✓		✓	
102	Work with SCS to identify and implement suitable arrangements for GORCC to be consulted on land use and development proposals on private land that relate to or potentially impact the coast (eg views inland from the coast)	Short	✓	✓		✓	✓	✓
103	Continue the collaborative approach with SCS (eg Joint Working Group) set out in the MoU and conduct a review every four years between both parties	Ongoing	✓	✓	✓	✓	✓	✓
104	Investigate benchmarking and certification programs (eg environmental, tourism, business) such as Green Globe and ECO Certification Program	Medium	✓	✓	✓			✓
105	Continue to explore and progress opportunities for increasing the level of resources available to manage the coast, such as the SCS developer contribution scheme	Ongoing	✓	✓	✓		✓	✓
106	Increase staff skills, knowledge and experience in relevant areas through training courses, staff exchanges and targeted recruitment	Ongoing	✓	✓	✓			✓
107	Continue to advocate for the coast and participate in relevant planning and policy development processes (eg caravan parks, SLSCs, climate change adaption, population and development, tourism)	Ongoing	✓	✓	✓	✓	✓	

Action		Timing	Strategic Priority			Organisational Capability		
No.	Description		Natural Environment	Community, Heritage and Traditions	Resourcing and Business Activities	Stakeholder Engagement	Planning	Governance Arrangements
Specific								
108	Work with DSE to confirm management boundaries and obtain updated GIS data that accurately reflects them	Short				✓		✓
109	Review and improve the GORCC Resource Efficiency Program to minimise power and water use and generation of waste across the business	Short		✓		✓		
110	Work with DSE to review and update land management regulations so that they provide for the full range of activities and issues on the reserves managed by GORCC	Short	✓	✓	✓	✓	✓	✓
111	Develop a policy and process for the acceptance and use of private contributions to manage the coast	Medium	✓	✓				✓
112	Develop a Charter and formalise other governance arrangements for the Committee	Short						✓
113	Develop a Levels of Service Framework for the GORCC managed coast to inform management and resourcing requirements	Medium	✓	✓		✓	✓	
114	Hold a yearly meeting with all coastal managers in the region (ie GORCC, SCS, PV, DSE) to discuss common issues, priorities and opportunities for collaboration	Ongoing	✓	✓	✓	✓	✓	✓

#### Key references and guiding documents for Organisational Management (most available online)

- DSE Committee of Management Responsibilities and Good Practice Guidelines.
- *Crown Land (Reserves) Act 1978*.

## B4 BUSINESS PLAN

This Business Plan has been prepared to guide expenditure on the implementation of this CMP. Consistent with the CMP itself, it is a strategic, high level Business Plan which identifies GORCC's forecast income and expenditure on implementing the CMP over its five year timeframe.

Key information is summarised in a table and graphs, and discussed further in the text.



GORCC Coastal Reserves Team member repairing pedestrian bridge.

	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5		Total	
<b>INCOME</b>	<b>\$'000</b>		<b>\$'000</b>									
<b>Torquay Caravan Park</b>	3,305	48%	3,720	50%	3,800	51%	3,870	51%	3,950	51%	18,645	50%
<b>Lorne Caravan Park</b>	1,815	26%	1,850	25%	1,890	25%	1,930	25%	1,970	25%	9,455	25%
<b>Property Management</b>	1,355	20%	1,360	18%	1,360	18%	1,360	18%	1,360	18%	6,795	18%
<b>Coastal Reserves</b>	190	3%	195	3%	195	3%	200	3%	205	3%	985	3%
<b>Administration</b>	90	1%	90	1%	90	1%	90	1%	95	1%	455	1%
<b>Grants</b>	180	3%	180	2%	180	2%	180	2%	180	2%	900	2%
<b>Total Income</b>	<b>6,935</b>	<b>100%</b>	<b>7,395</b>	<b>100%</b>	<b>7,515</b>	<b>100%</b>	<b>7,630</b>	<b>100%</b>	<b>7,760</b>	<b>100%</b>	<b>37,235</b>	<b>100%</b>
<b>EXPENDITURE</b>												
<b>Natural Environment Protection</b>	1,800	25%	1,930	25%	2,070	26%	2,110	26%	2,060	26%	9,970	26%
<b>Cultural Heritage Protection</b>	20	<1%	15	<1%	15	<1%	80	<1%	10	<1%	140	<1%
<b>Masterplanning</b>	220	3%	170	2%	255	3%	245	3%	95	1%	985	3%
<b>Community Involvement</b>	125	2%	130	2%	185	2%	190	2%	175	2%	805	2%
<b>Access Provision</b>	85	1%	260	3%	340	4%	55	1%	45	1%	785	2%
<b>Caravan Park Management and Operation</b>	3,200	44%	3,550	46%	3,600	44%	3,700	46%	3,800	49%	17,850	46%
<b>Coastal Hazard Management</b>	45	1%	170	2%	20	<1%	80	1%	45	1%	360	1%
<b>Commercial Activities Support</b>	5	<1%	5	<1%	5	<1%	5	<1%	5	<1%	25	<1%
<b>Infrastructure Provision</b>	1,250	17%	1,050	13%	1,000	12%	1,000	12%	1,000	13%	5,300	14%
<b>Organisational Management</b>	470	7%	500	6%	615	8%	590	7%	570	7%	2,745	7%
<b>Total Expenditure</b>	<b>7,220</b>	<b>100%</b>	<b>7,780</b>	<b>100%</b>	<b>8,105</b>	<b>100%</b>	<b>8,055</b>	<b>100%</b>	<b>7,805</b>	<b>100%</b>	<b>38,965</b>	<b>100%</b>
<b>Surplus/Deficit</b>	<b>(285)</b>	<b>-4%</b>	<b>(385)</b>	<b>-5%</b>	<b>(590)</b>	<b>-8%</b>	<b>(425)</b>	<b>-6%</b>	<b>(45)</b>	<b>-1%</b>	<b>(1,730)</b>	<b>-5%</b>

Table 1: GORCC five year income and expenditure statement (all percentage values have been rounded to the nearest full number and all dollar values to the nearest \$5,000).

## B4.1 Income

Table 1 shows that GORCC's total income over the next five years is forecast to be greater than \$37 million, starting at \$6.935 million in year one and growing by 11.9% to \$7.760 million in year five.

With the Torquay Caravan Park expected to generate 50% and Lorne Caravan Park 25%, for a combined 75%, of total income, the GORCC managed caravan parks will continue to be the main source of income for GORCC and implementing the CMP. The next highest forecast contributor is Property Management, which encompasses all revenue from leases for buildings and other infrastructure on the GORCC managed coast, and will comprise 18% of total income across the five years. The relative contribution of each income source to the total income is expected to remain effectively stable each year.

It is important to note, however, that increases to income that could result from the implementation of CMP actions or other works have not been included in these forecasts. For example, one intended outcome from implementing Action 65 (page 66) is an increase in revenue available for managing the coast from improving year round occupancy in caravan parks. The success of actions such as these and the size and timing of any associated increase in income is not able to be accurately estimated at this stage. Instead, they will be considered in annual budgeting processes and used to help address forecast deficits between income and expenditure (see Section B4.3, page 75).

It is also expected that greater amounts of income will be derived from external grants than is currently shown in this Business Plan. Those currently shown in this Business Plan are only grant amounts that have been confirmed at the time of preparing the CMP. Other applicable external grants are expected to be available and sought over the five years of the CMP and will also be important for addressing forecast deficits.

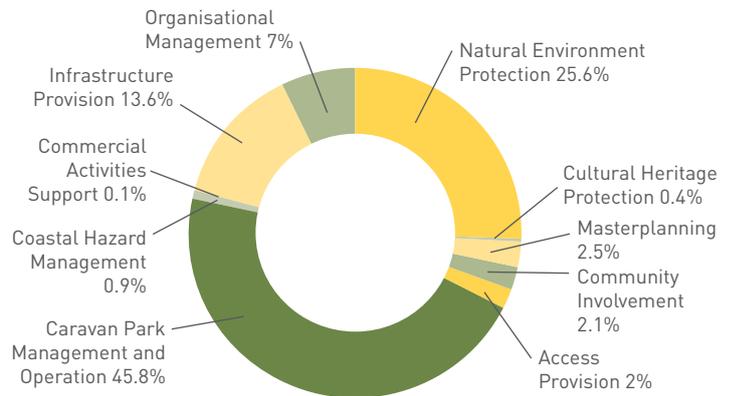
## B4.2 Expenditure

Table 1 shows that a total of nearly \$39 million is forecast to be spent by GORCC over the next five years, starting at \$7.220 million in year one, peaking at \$8.105 million in year three, and then declining slightly to be \$7.805 by year five.

This expenditure is spread across the 10 areas of GORCC's operation identified in the Action Plans (Section B3, page 58) and has been developed by estimating the total cost, including labour (ie GORCC staff and external contractors or consultants) and materials, of implementing each action within them.

**Other than a relatively small amount of costs associated with Organisational Management (7% of total expenditure), expenditure by GORCC over the next five years is expected to roughly follow the usual equal split between caravan parks (46%) and coastal management (47%), which is effectively the combined cost of all other areas of operation.**

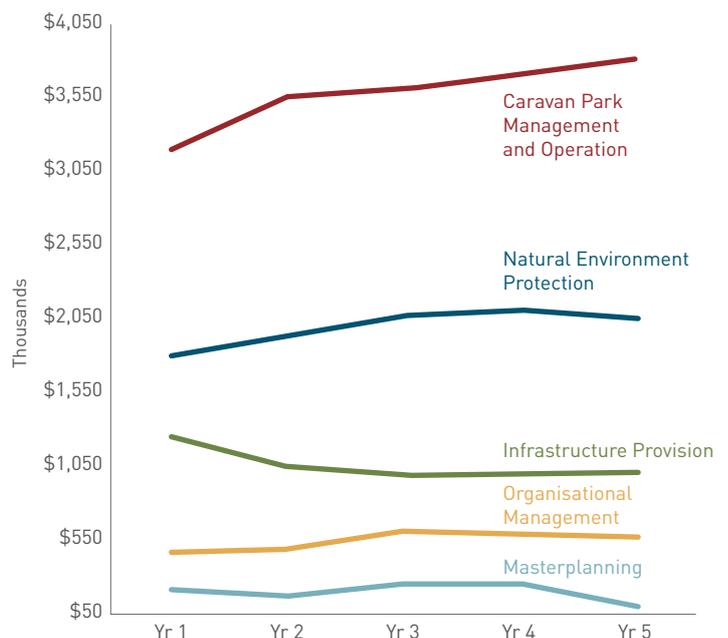
A visual representation of this split is provided in Graph 1.



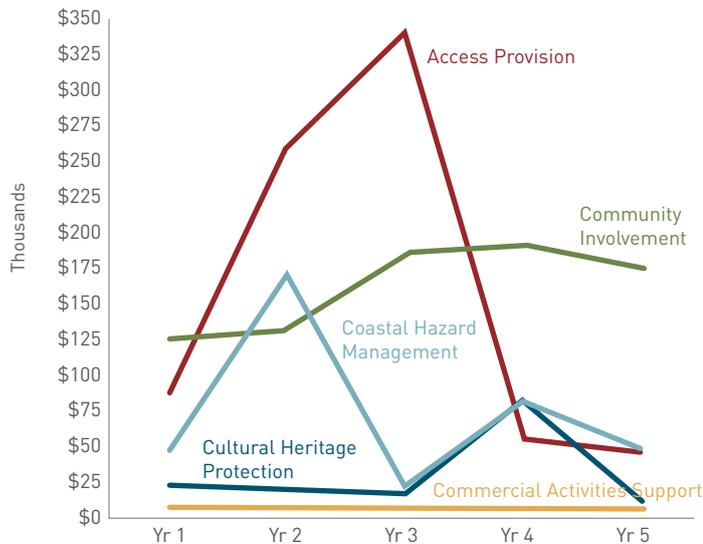
Graph 1: Expenditure on each area of operation as a percentage of total expenditure over five years.

It can be seen from graphs 2a and 2b that, after Caravan Park Management and Operation, the next highest expenditure for any single area of GORCC's operation is Natural Environment Protection at around \$2 million per year. This equates to nearly \$10 million across the five years, or 26% of total expenditure.

These graphs also show expenditure remaining relatively stable for many of the areas of GORCC's operations over the five years, which is mostly a reflection of the high proportion of 'ongoing' actions in these areas. The spikes or irregular patterns in the expenditure associated with other areas of operation could be a result of a number of factors, including the need to balance expenditure with income across the five years or a required sequencing of actions (eg a particular plan may need to be developed before the works it identifies can be implemented).



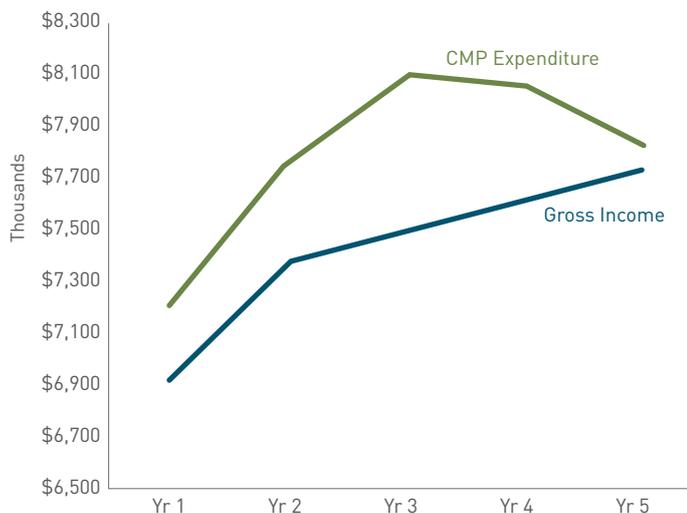
Graph 2a: Expenditure on each area of operation per year.



Graphs 2b: Expenditure on each area of operation per CMP year.

### B4.3 Deficits

Graph 3 shows that a deficit currently exists between the level of income and expenditure required to implement the CMP. This deficit is the greatest in year three (ie -8%) and the lowest in year five (ie -1%) and totals -5% over the life of the CMP.



Graph 3: GORCC total income and expenditure.

It is important to ensure the CMP and its actions are realistic and achievable and to this end GORCC has made attempts to align expenditure with income and minimise these deficits. This included rationalising the number of actions in the CMP and planning an efficient approach to their implementation. However, relatively small deficits are still forecast to be incurred for each of the five years. This is because the decision was taken that all the actions that remain in the CMP are important and even though they may not be able to be funded at this stage, they should be included in the CMP so that they continue to be identified and can be completed if possible in the future. In reality, the deficits could be much larger if expenditure was not limited by income, as discussed in Section B1.4 (page 31).

Thus, GORCC will continue to attempt to reduce the deficits further so that all actions can be implemented. Indeed, many of the actions, objectives and strategic responses contained in the CMP itself are intended to assist with this. Key elements of the approach include:

- Increasing income, for example by:
  - Pursuing opportunities to increase funding through appropriate business activities.
  - Seeking and securing suitable external grant funds.
- Reducing costs, for example by:
  - Advocating relevant government agencies and other bodies to secure suitable funding contributions.
  - Improving efficiencies in the use of resources across all areas of the organisation.
  - Investigating alternative ways to implement actions.

### B4.4 Adaptive Approach

Taking an adaptive approach is another important part of implementing this CMP and Business Plan. This may mean that while the higher level directions of the CMP remain, such as the GORCC guiding principles, strategic responses and objectives, the lower level detail about how the directions are to be achieved, that is the actions, may be altered slightly.

This approach is not only required to help manage the deficits between income and expenditure (see Section B4.3 on this page), but also to allow any circumstances that may arise in the future that are currently unforeseen to also be adapted to (see Section B3, page 58). For example, climate change impacts on the coast (eg erosion) may increase earlier than anticipated and require a greater response during the life of the CMP. This could demand significant resources and mean that those currently allocated to other CMP actions need to be redirected.

As a result, not all actions identified in the CMP may be able to be implemented, or at least in the way and in the timing presented in the CMP. However, alternative approaches to such actions will be sought if needed so that hopefully this will be avoided, or at least minimised. The annual GORCC budgeting and priority setting process will be a key opportunity for exploring these issues.

## B5 MONITORING AND REVIEW

GORCC will monitor and evaluate the implementation of this CMP to ensure it is effective and achieving the desired outcomes along the coast. The results of this process will be used to continuously improve implementation of the CMP and to keep stakeholders, including the community, informed of progress and engaged with the CMP. Key elements of the intended approach to monitoring, evaluation, reporting and review of the CMP are outlined below, including the Key Performance Indicators (KPIs) that will be used to measure the CMP's implementation and success.

### B5.1 Monitoring

#### KPI 1: Implement CMP on time

- Target: 90% of actions completed within stated 'timing'.
- Measure: Six-monthly reviews of the CMP's implementation program.

A review of each of the actions in the CMP will be completed every six months to monitor and track their level of implementation. The results of this process will be reflected in a simple traffic light system that shows the status of each action (ie ✓ = completed; green = on track; yellow = at risk of falling behind; red = behind schedule). This will provide a quantitative measure of the efficiency of implementation of the CMP and if its planned 'outputs' are being achieved (ie are the actions being completed?).

Other important monitoring initiatives to be undertaken include the user surveys (ie Action 33, page 62) and the long term program to monitor natural assets and values along the coast (ie Action 11, page 59).

The results of the monitoring will be used to identify and make any changes to the CMP implementation process to ensure actions are being completed as planned.

### B5.2 Evaluation

#### Economic

#### KPI 2: Increase investment on the coast and caravan parks under management by GORCC.

- Target: 5% increase annually on total expenditure.
- Measure: Annual financial statements.

#### Social

#### KPI 3: Increase community participation in caring for the coast.

- Target: 5% increase annually in the number of people engaging with GORCC 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, etc.

#### KPI 4: Maintain a high level of stakeholder satisfaction with GORCC.

- Target: 85% overall satisfaction rate with GORCC's services and facilities maintained to 2018.
- Measure: User surveys, feedback forms (eg caravan parks, education programs), etc.

#### KPI 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 (first year used to prepare baseline).

#### Environmental

#### KPI 6: Improve the condition of terrestrial habitat.

- Target: 30% improvement by 2018 in the quality of habitat along the GORCC managed coast.
- Measure: Habitat condition assessments (using those in NVWAP as a baseline).

#### KPI 7: Reduce the occurrence of vertebrate pests.

- Target: 15% reduction by 2018 in the density of vertebrate pests along the GORCC managed coast.
- Measure: Spotlighting, trapping, den surveys, etc.

#### KPI 8: Increase Hooded Plover numbers.

- Target: 20% of Hooded Plovers nesting on GORCC land produce fledglings by 2018.
- Measure: Bird surveys.

An annual review will be completed to assess the success of the CMP in meeting the above triple-bottom-line KPIs, as well as the overall objectives for each of the three Strategic Priorities and three Organisational Capabilities (see Section B2.6, page 52). This will provide an indication of the effectiveness of the CMP and if its desired 'outcomes' are being achieved (ie is completion of the actions leading to improvements in the values of the coast?). While this assessment will be completed each year, it may take a number of years before progress towards outcomes is observable.

KPIs 2 to 7 are intended to be broad, high level targets that will require achievement of the CMP's objectives and actions across a number of areas. While KPI 8 is more specific and detailed, its attainment will also require achievement across a number of areas (eg access management, pest control) and, in addition to helping to support an important bird species, will provide a tangible successful outcome that can be celebrated by the community.

The results obtained from the monitoring activities (Section B5.1, previous page) will provide important input for the evaluation process. This, in particular, includes data collected through the natural assets and values monitoring program (ie Action 11, page 59) which can be used in measuring achievement towards the environmental KPIs.

Input will also be sought from the community regarding their views on the effectiveness of the CMP and its actions. This will be facilitated via an annual meeting of the CRG (see Action 45, page 63).

The results of the evaluation process will be used to identify and make any changes required to the actions in the CMP (ie how they are to be implemented, rather than their intent or purpose) to ensure their implementation is leading to the desired outcomes.

### **B5.3 Reporting**

GORCC will report on the overall implementation of the CMP to all stakeholders, including the community, every 12 months. This will be achieved through a number of mechanisms, including the GORCC annual report and the annual coastal forum (ie Action 42, page 63). Information provided will include the results of the monitoring and evaluation processes and will allow stakeholders to keep informed of progress, achievements and challenges with the CMP. GORCC will also continue to inform and engage stakeholders on specific, important projects (eg actions from the CMP) on a more regular basis.

### **B5.4 Review of Coastal Management Plan**

GORCC will complete a full review of the CMP in 2018 at the end of its intended five year life span. This review will utilise all results and findings from the monitoring and evaluation processes completed previously, and also include further consultation with stakeholders to gain their views and feedback. The findings of this major review will help inform the development of an updated version of the CMP for the next planning period.



Friends of Aireys Inlet Coastal Reserve clearing weeds.



## PART C: APPENDICES

# C1 ENVIRONMENTAL VOLUNTEER GROUPS ACTIVE ALONG THE GORCC MANAGED COAST

## **ANGAIR (Anglesea, Aireys Inlet Society for the Protection of Flora and Fauna)**

ANGAIR is dedicated to protecting our indigenous flora and fauna, and to maintaining the natural beauty of Anglesea and Aireys Inlet and their local environments.

Meetings: Monday Morning Working Bees are held from 9.30am to 11am each week except for the Monday after the second Friday of the month, when a nature walk is held. Meet 9.25am at the ANGAIR office McMillan St, Anglesea

Contact: Eathorne Mitchell – ph 5263 2170 or Carl Rayner – ph 5263 2193 or 9331 2810; crayner3@gmail.com

## **ANGAIR Friends of Allen Noble Sanctuary**

This group works to control and where possible eradicate environmental weeds within the Allen Noble Sanctuary and replant in cleared areas. The group works regularly with the Surf Coast Shire.

Meetings: Regular working bees on site. ANGAIR newsletter publishes information.

Contact: Ellinor Campbell – ph 5289 6581 or 9583 2736

## **ANGAIR Friends of Painkalac Creek Estuary**

The Friends of Painkalac Creek Estuary are committed to protecting the areas of wetlands that exist in lower Painkalac Creek and Mellors Swamp. These areas are of considerable environmental significance and have suffered from invasion of exotic weeds over many years.

Contact: Roger Ganly – PO Box 11, Aireys Inlet, 3231; ph 5289 7479; rganly8@bigpond.com

## **ANGAIR Friends of Aireys Inlet Coastal Reserve**

Friends of Coastal Reserve work within the framework of ANGAIR and together with GORCC and DSE crews to control and where possible eradicate environmental weeds within the cliff-top coastal reserve at Aireys Inlet.

Meetings: 1st Saturday of every month except January just above the junction of Beach Road and Eaglerock Parade, working from 9.30am to 11am. All tools are provided and the weeding and/or planting is followed by morning tea.

Contact: Dennis Leavesley – PO Box 308, Aireys Inlet, 3231; ph 5289 7152

## **Anglesea Coast Action Inc**

Anglesea Coast Action works to protect and enhance the coastal environment of the Anglesea area – planting indigenous species, controlling environmental weeds,

developing walking tracks, preventing coastal and dune erosion, and also acting as a lobby group.

Meetings: Held on the second Saturday of each month, 10.00 am at Motor YC, Point Roadknight.

Contact: Carl Rayner – ph 5263 2193 or 9331 2810; crayner3@gmail.com

## **Friends of Eastern Otways (Great Otway National Park) Inc.**

The group is committed to protecting the Park for all to appreciate, working in partnership with Parks Victoria and DSE.

Meetings: 2nd Tuesday of each month for environmental weeding on corner of O'Donohue Road and Great Ocean Road from 9.30am – 11.00am.

Contact: Margaret MacDonald – ph 5289 6326; margmac@iprimus.com.au

## **Friends of Jan Juc Creek**

Friends of Jan Juc Creek Reserve are a voluntary run group caring for the welfare of our beautiful and precious reserves, so that they may be there for generations to come.

Meetings: 4th Sunday of each month, except December and January, along the Jan Juc reserve from 10 am – 12 noon, with morning tea provided. Locations are varied.

Contact: Octavia Popeclan – ph 5261 6682; popeclan@iprimus.com.au

## **Friends of Moggs Creek**

A small dedicated group that eradicates environmental weeds in the Moggs Creek area, and replants indigenous species where appropriate. The group aims to restore Moggs Creek as near as possible to original condition, and works with GORCC, Coast Care and others.

Contact: John Dangerfield – PO Box 43, Aireys Inlet, 3231; ph 5289 6644

## **Friends of Point Addis**

Friends of Point Addis fosters activities that raise awareness and information about the marine environment in consultation with Parks Victoria and supports conservation of native flora and fauna and geological and cultural heritage along the Point Addis coast and within the Ironbark Basin.

Contact: President Bronwyn Spark – ph 5263 2224

### **Friends of Queens Park Lorne**

This group works collaboratively with GORCC in the management and conservation of Queens Park which consists of 25 hectares including Teddy's Lookout.

Meetings: As required

Contact: John Wilson – 77 George Street, Lorne, 3232; ph 5289 1689

### **Friends of Taylor Park**

Work collaboratively with GORCC to perform weed eradication and revegetation in Taylor Park

Meetings: As required

Contact: Eion Beaton – ph 5261 5290

### **Jan Juc Coast Action**

The group works for the preservation and revegetation of Jan Juc coastline with indigenous species and the removal of environmental weeds, erosion control and provision of tracks and lookouts.

Meetings: First Sunday of every month

Contact: Luke Hynes – 220 Addiscott Road, Bells Beach, 3228; ph 0406 113 438; luke@beaconecological.com.au

### **LorneCare**

LorneCare is a team of dedicated contributors working to maintain and enhance the bushland, waterways and coastal environments of Lorne. Working bees are a great opportunity to learn about Lorne's unique environment and your part in it.

Working bees: Third Sunday of each month at 10am followed by a BBQ. Location is listed in the Lorne Independent and Echo newspapers.

Contact: Alain Purnell – ph 5289 2906 or 0417 031 905; or Michael Callanan – ph 5289 1886 or 0408 891 886

### **SANE (Surfers Appreciating the Natural Environment)**

Providing quality ecological stewardship for the Bells Beach Reserve and battling the impact of intense recreational demands, human population growth and urbanization, tourism, environmental weeds and feral animals. The group works with the land management agencies of Parks Victoria and the Surf Coast Shire within the Reserve and has a partnership with Rip Curl.

Working Bees: 2nd Sunday of each month, 10am-1pm. Locations vary.

Contact: Graeme Stockton – ph 0425 752 648

### **Surfrider Foundation Australia**

Surfrider Foundation is a non-profit organisation dedicated to the protection and enhancement of Australia's oceans, waves and beaches for all people, through CARE: Conservation, Activism, Research and Education. By becoming a member you join a network of interested and motivated people who share a common aim of protecting the oceans, seas, waves and coastlines of the world.

Contact: info@surfrider.org.au; or visit www.surfrider.org.au for your nearest branch

### **The Otway Community Conservation Network (OCCN)**

The OCCN is a network of community organisations, land managers and government agencies committed to protecting and enhancing the Otway's environment through coordinated community action.

Contact: Luke Hynes, OCCN Project Facilitator – ph 0406 113 438; occn@occn.org.au

### **Torquay Coast Action**

Torquay Coast Action provides knowledge building opportunities and hands on participation opportunities to improve coastal environments, and works in the Torquay area from Thompsons Creek to Spring Creek.

Meetings: Fourth Sunday of Every Month (except January). Meet at pre-arranged location along the coast at 10am.

Contact: Glenda Shomaly – ph 5261 6266

### **Torquay Landcare Group**

TLG is committed to inspiring people to engage in environmentally sustainable management of agriculture, habitat, biodiversity and natural resources, with the emphasis on protection of catchments, streams and remnant vegetation and linkage of these areas with wildlife corridors to achieve a healthy environment for all. We cover a wide area which includes Mt Duneed, Bellbrae, Connewarre, Mt Moriac. Speakers and field trips are organised throughout the year, as well as an annual rabbit program.

Meetings: 2nd Wednesday of the month at the Modewarre Landcare Centre – anyone interested is welcome to attend.

Contact: Alison Watson – ph 5266 1087; paw@aussiebroadband.com.au

## C2 LIST OF REFERENCE MATERIAL

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# C3 CMP PHASE 1 COMMUNITY CONSULTATION REPORT

## EXECUTIVE SUMMARY

The Great Ocean Road Coast Committee (GORCC) conducted extensive consultations with the wider community from 1 November 2011 to the 20th January 2012 to gain input into the development of the Draft Coastal Management Plan (CMP). The final CMP will provide guidance and direction for the sustainable management of the GORCC managed coast over the next five years and beyond.

GORCC's Coastal Management Plan will be developed through a comprehensive and collaborative process which will comprise extensive consultation with key stakeholders, including the wider community. A total of 183 community members participated in the consultation process, which consisted of community workshops and a survey available both online and via post. This report outlines the consultation process and details the findings from these activities.

### About the participants

2006 Australian Bureau of Statistics Census data for the region reported a population of around 21,000 for the Surf Coast Shire, the majority of which are Australian born citizens aged between 25 and 59 years of age. Thousands of people also visit the region each year, with the majority of them coming to visit the coast – diversifying and increasing this population during holiday periods.

The large majority of participants in this consultation process were aged between 45 and 74 years (73% in the workshops and 72% in the survey), and were predominantly male (65% in the workshops and 60% in the survey).

While 67% of workshop participants and 58% of survey respondents were permanent residents, a significant number of participants were regular campers at Crown Land Reserves Caravan Parks (survey 19%, workshops 13%), regular visitors to the region (survey 16%, workshops 7%), or holiday home owners (survey 10%, workshops 13%).

This data was also reflected in the primary place of residence for respondents, with 63% of workshop participants and 60% of survey respondents selected their primary place of residence as a local coastal settlement (ie within the GORCC managed coast such as Torquay, Anglesea and Lorne). 37% and 40% of respondents respectively originated from other areas of Australia – predominantly Melbourne and surrounding suburbs or Geelong and surrounding suburbs.

Further details about the characteristics of respondents can be found in Part 1, Section 6.2 and Part 2, Section 1.

### Summary of key results and findings

The majority of activities and questions in the workshops and the survey were based around gaining feedback on seven areas of coastal management. Overall, issues relating to the area of 'The Natural Environment' emerged as the most significant area of coastal management for respondents across nearly all the results, closely followed by 'Access'. The areas of 'Community Involvement' and 'Caravan Parks' were less prominent in the results overall but still featured highly, while 'Cultural Heritage' and 'Commercial Activities' were the least emphasised areas.

### What you value about the coast.

The results show that a large number of respondents value various aspects of the natural environment including its visual beauty, native wildlife and the seclusion and escape it offers. Opportunities for recreational activities ranging from swimming and walking to surfing and fishing were also highly valued by respondents, as was the lack of or limited amount of development along the coastline. The sense of being part of a connected community also featured highly, with many respondents valuing both the local community and the community in the caravan parks.

### Your vision for the coast.

In general, most respondents described their perfect coast as not significantly different to today – clean, accessible, undeveloped with natural values protected and enhanced. The area of 'Access' also came into focus, with visions of safe access to the coast for the whole community to enjoy a range of recreational activities emphasised by many respondents.

Other lesser, but still popular, themes that emerged in respondents' visions for the coast were centred around necessary infrastructure being sensitively built, of high quality and low impact to the environment and coastal users being better aware of environmental issues and helping to care for the coast.

### What areas of management are most important to you?

When asked to decide how areas of coastal management should be prioritised in the Coastal Management Plan by allocating tokens across them, the 'Natural Environment' received by far the highest allocation of tokens (603 tokens) across both the surveys and the workshops, followed by 'Access' (346 tokens), 'Infrastructure' (270 tokens) and 'Community Involvement' (216 tokens), Caravan Parks, Cultural Heritage and Commercial activities received the smallest number of tokens.

### What you would like to see happen on the coast

Respondents were asked to nominate 'actions' under each area of coastal management and 1207 nominated actions were recorded in total. While the highest number of total actions allocated to an area of management were nominated under the area of 'Access' with 285 nominated actions, the types of actions nominated were diverse. The most popular types of actions nominated included the maintenance and upkeep of existing access facilities and access built using natural materials and designed to protect the natural environment.

The most common type of action under 'Community Involvement', which received the second highest number of nominated actions (175), were those actions which suggested GORCC should increase consultation opportunities and community involvement in general. This was then followed by a number of suggestions that the community should be further educated in order to promote better coastal behaviour.

'Infrastructure' received the third highest number of nominated actions (158), with the most popular type of actions under this area being either those that suggested that infrastructure should be limited or reduced on the coast, or, conversely, that new or increased infrastructure, ranging from toilets to bins should be provided, highlighting an area of contention.

Notably, the strongest point of consensus when it came to a certain type of action underneath an area of coastal management related to the 'Natural Environment'. While this area of coastal management as a whole received only the fourth highest amount of nominated actions (154 actions nominated), the majority of those actions were in support of protection of the natural environment, with more of these types of actions recorded than any other type of action under any other area of coastal management.

The other areas of coastal management had fewer actions nominated, 'Commercial Activities' receiving 101 actions, and Cultural Heritage 59. Further details are available in Part 1 section 3.6, and full results are available in Part 2 of this report.

### Further details on results

A more comprehensive overview of the key findings from the consultation process is outlined in Part 1, Section 6. Full results can be found in Part 2 of this report. The full report is available at [www.gorcc.com.au](http://www.gorcc.com.au).

## PART 1 BACKGROUND AND OVERVIEW OF RESULTS

### 1. INTRODUCTION

This report presents the findings of community workshops and a public survey conducted between 1 November 2011 and 20 January 2012 as part of the first of two major consultation phases conducted by the Great Ocean Road Coast Committee (GORCC) to inform the development of a Draft Coastal Management Plan (CMP).

This document details the findings from the following workshops:

- 3 community workshops held at various locations on the coast in November 2011.
- 3 community workshops held at various locations on the coast in January 2012.
- 1 workshop held for members of the CMP Community Reference Group (CRG) and CMP Agency Working Group (AWG) in December 2011.

A total of 69 community members attended the six community workshops on offer, while 23 CRG and AWG members attended the separate workshop held in December 2011. This document also details the findings from a survey made available both online and in hard copy. A total of 114 survey responses were received.

### 2. BACKGROUND

GORCC is developing a CMP which will provide guidance and direction for the sustainable management of the GORCC managed coast over the next five years and beyond. The CMP is being developed via an open and collaborative process that involves all key stakeholders, including the wider community. The first major consultation phase of the CMP's development, which is the subject of this report, was aimed at gaining input for the development of the Draft CMP.

More information about the CMP and GORCC is available at [www.gorcc.com.au](http://www.gorcc.com.au) and further consultation will be undertaken to gain feedback on the Draft CMP.

### 3. OVERVIEW OF THE CONSULTATION PROCESS

This first major phase of the consultation process for the development of the CMP ran between November 2011 and January 2012 to inform the development of the Draft CMP. The consultation process was designed to gain feedback from a broad cross-section of the community in order to understand what they value most about the GORCC managed coast and how they would like to see GORCC manage it into the future. Input was sought through a number of activities and this report details the outcomes from the surveys and the workshops conducted over this period.

GORCC also held targeted meetings with other key stakeholder groups over this period. Further details of these activities can be found below (Section 3.1).

TOTAL NUMBER OF RESPONDENTS	
Surveys	114
Workshops	69*
TOTAL	183*

\* These figures exclude the 23 participants involved in the joint AWG/CRG Workshop (see below).

#### 3.1. Community Workshops

Six community workshops were held at various coastal locations over November 2011 and January 2012 at two different times of the day to encourage participation by as many coastal users as possible. The workshops offered a face to face opportunity for community members to have input into the development of the Draft CMP and were facilitated by a professional, independent facilitator.

Workshops held were as follows:

November 2011			
Date	Time Time	Location	No of participants
Tuesday 22nd November 2011	5.30pm – 9.00pm	Lorne	4
Wednesday 23rd November 2011	5.30pm – 9.00pm	Anglesea	12
Thursday 24th November 2011	5.30pm – 9.00pm	Torquay	10

January 2012			
Date	Time Time	Location	No of participants
Tuesday 10th January 2012	10am – 1pm	Lorne	15
Wednesday 11th January 2012	10am – 1pm	Torquay	17
Thursday 12th January 2012	10am – 1pm	Aireys Inlet	11

Joint CRG/AWG Workshop			
Date	Time	Location	No of participants
December 2011	4pm – 7pm	Aireys Inlet	23

Workshops were split into four main activities which aimed to gain the following information:

- Activity 1: What you value most about the coast
- Activity 2: What your vision is for the coast in the future
- Activity 3: What areas of coastal management are the most important to you.
- Activity 3: What you would like to see happen on the coast.

More details about these activities and the full results from these activities are featured in Part 2, section 2.1.

Workshop participants were also asked to fill out a brief survey which asked for their age range, gender, primary suburb of residence and connection to the coast and gave them an opportunity to rate GORCC's current performance.

Workshop participants also took part in an activity where they were asked to stand on an imaginary line and 'rate' how close we are to 'perfect' coastal management now, describe what it would take for them to move one step higher and discuss if coastal management had ever been better. More details on this activity are available in Part 2, section 2.6.

### 3.2. The Survey

A survey was made available as an alternative means of input between November 2011 and 20 January 2012. A total of 80 surveys were filled out online, while a total of 34 surveys were received in hard copy. Questions in the survey were designed to gain the same type of information as would be received in the above workshop activities so that all responses from both sources could be collated and compared (with the exception of the workshop activity described in section 2.6 (which was not able to be participated in through a survey). For details of the survey questions and results, please see Part 2, Section 3.

Survey respondents were also asked to answer an additional question that workshop participants were not, which was to describe why areas of coastal management were important to them. Results can be found in Part 2, Section 2.2.3.

### 3.3. The CMP Community Reference Group and Agency Working Group

The CMP Community Reference Group (CRG) was established to provide input and feedback throughout the development of the CMP. The group's 25 members represent a wide range of coastal users with varying connections to the coast, and comprise both representatives from key community groups and the general public.

An Agency Working Group has also been formed to assist in coordinating the involvement and support of key government departments and organisations in the development of the Coastal Management Plan. Members include representatives from:

- GORCC
- The Surf Coast Shire (SCS)
- The Corangamite Catchment Management Authority
- The Department of Sustainability and Environment
- Parks Victoria

Results from a workshop held in December 2011 to gain input from the CRG and AWG into the development of the CMP have been included in this report.

More information on the CRG and the AWG including a list of members can be found at [www.gorcc.com.au](http://www.gorcc.com.au).

### 3.4. Targeted meetings

In addition to conducting workshops, surveys and gaining input from the CRG and AWG, GORCC sought input from a range of other organisations to gain their direct input into the CMP and to ensure a coordinated planning approach. GORCC held targeted meetings with the following organisations:

- The Torquay Bowls Club
- VicRoads
- Victorian Coastal Council
- Wadawurrung (Wathaurung Aboriginal Corporation)
- Kuuyang Maar
- Community Impact Advisory Committee
- Barwon Water
- Otway Coast Committee of Management
- Western Coastal Board

Each meeting ran to a similar format, which was based around GORCC giving a brief outline of the CMP and process to develop it, and then open discussions with the other meeting participant/s about relevant items. This included:

- Important initiatives, programs and projects the stakeholder was involved in or aware of, their current status and any key insights or directions they provide for the CMP. For example, it was identified that DSE's Future Coasts Program had completed its collection of bathymetry (ie sea floor topography) data and this was now available for use. GORCC subsequently sourced and used the data in our new coastal processes study, which helped inform the development of the Draft CMP.
- Opportunities for improving collaboration and integration with other organisations with an interest in the coast, such as increasing communications, streamlining processes and sharing of resources. For example, Surf Coast Shire has offered GORCC use of their software program for modelling economic impacts of our activities along the coast.
- Recent experience of other organisations with CMPs and similar processes in the region and any key insights for GORCC to consider in our process. For example, Bellarine Bayside Committee of Management's use of regular information updates to keep the broad community involved with their CMP process was adapted and used by GORCC as well (ie GORCC CMP Bulletins).

The input gained from these meetings is not included in this report, but will also be considered in the development of the Draft CMP.

### 3.5. Communication activities

An extensive communication campaign was utilised to raise awareness about the CMP and encourage participation in the consultation opportunities on offer. Communication activities utilised included but were not limited to:

- Media releases to local publications resulting in various news articles
- Advertisements and public notices in the local newspapers (The Echo and the Surf Coast Times)
- Brochure inserts in the Surf Coast Times
- Information on the GORCC Website
- Information in the GORCC E-Newsletter
- Information in the CMP Bulletin (available via email and post)
- Information stalls held outside coastal supermarkets during January 2012
- Letters to community groups and individuals on existing GORCC databases
- Posters in various locations such as caravan parks

## 4. HOW THIS COMMUNITY INPUT WILL BE USED

### 4.1. How will input be assessed and evaluated?

The input detailed in this report will be collated with the findings of other activities undertaken (eg the results of research into relevant policies, strategies and reports). Each nominated 'action' or idea will then be put through an assessment process (along with all other findings) and be evaluated against a set of criteria to determine its appropriateness for inclusion in the CMP.

These criteria include the level of stakeholder support for that suggestion or action, whether or not it is within GORCC's role and responsibilities, the ability to resource that idea or action and its consistency with existing policies, plans and legislation. Use of these criteria will help ensure that the CMP is realistic and achievable and results in the best outcomes for the coast and the community.

### 4.2. What type of input might appear in the Coastal Management Plan?

It is important to note that not every 'action', suggestion or comment included in this consultation report is necessarily something that will be included in the CMP. The CMP is a 'strategic' plan which will set out directions and priorities to guide the management of the GORCC managed coast over the next 5-10 years. The CMP will be consistent with higher level documents (eg Victorian Coastal Strategy) and will consider the whole of the GORCC managed coast and all of GORCC's responsibilities. Therefore, the CMP will contain an overall vision and objectives and strategic, high level actions.

More specific actions may be more appropriate for the next level of GORCC plans which are often 'masterplans' providing specific, on-ground actions for the management of an area of coast or particular issue and generally have a 3-5 year timeframe (eg Torquay Foreshore Masterplan). These plans will be considered in and guided by the CMP, which will identify whether they are still current or need up-dating or replacing.

Even more specific actions may be more appropriate for a GORCC 'Operational Plan' which identify what projects and tasks GORCC needs to complete each year and include annual works plans and budgets for the different functions of the business.

This consultation report will be retained by GORCC for future reference and consideration and therefore even if a particular action or suggestion is not appropriate for inclusion in the CMP, it will be considered for inclusion in a lower level plan. See Figure 1.



Figure 1. The relationship between the different types and levels of GORCC plans shows the CMP at the centre of and guiding all other levels of plan.

## 5. KEY RESULTS AND FINDINGS

### 5.1. Overview

The majority of activities and questions in the workshops and the survey were based around gaining feedback on seven areas of coastal management. These areas were grouped to give respondents some areas of GORCC's role to focus on when giving input and assist them in directing feedback appropriately and it should be noted that some areas do contain overlap. The following areas of coastal management have been roughly grouped and are listed in alphabetical order.

- 'Access': Includes the provision and care of access to the coast for those who use it (ie for surfing, fishing or walking) such as pathways, stairs, lookouts, ramps, car parks, fishing platforms, etc.
- 'Infrastructure': Includes the construction and care of coastal amenities and other infrastructure (except access infrastructure, which is listed above) such as toilet blocks, fences, club houses, stormwater drains, seawalls, etc.
- 'Caravan Parks': Includes the operation of those caravan parks directly managed by GORCC (ie the Torquay and Lorne foreshore caravan parks) and those caravan parks that GORCC leases to private operators (ie the Anglesea and Cumberland River caravan parks).
- 'Commercial Activities': Includes the issuing and operation of licences and permits for specific activities such as surf schools as well as other operations generating income on the coast such as kiosks etc.
- 'Community Involvement': Includes communication and engagement with groups and individuals such as distribution of information, education programs (ie environmental education), consultation opportunities, etc.
- 'Cultural heritage': Includes the protection of Indigenous cultural heritage such as shell middens, and non-Indigenous cultural heritage, such as historic buildings.
- 'Natural Environment': Includes the protection and care of the natural coastal environment such as beaches, sand dunes, cliffs, plants, animals, water, etc.
- Other.

Overall, issues relating to the area of 'The Natural Environment' emerged as the most significant area of coastal management for respondents across nearly all the results and this was followed by 'Access'. These two areas are particularly emphasised in the results featured in Part 2, Sections 2.4 and 3.5 (what you would like to see happen on the coast) and Part 2, Sections 2.2 and 3.2 (your vision for the coast).

The areas of community involvement and caravan parks were less prominent in the results overall, but also featured highly, while cultural heritage and commercial activities were the least focused on areas.

A brief summary of the key findings from the consultation process are outlined below. Full results can be found in Part 2 of this report.

### 5.2. Characteristics of respondents

Workshop participants were most likely to be aged between 45 and 74 years (73%) while those younger or older than this age bracket made up only 27% of participants. Participants were also predominantly male (65%). Survey respondents were similar in terms of age and gender to workshop respondents, with 72% aged between 45 and 74 years and 60% of them being male.

63% of workshop participants and 60% of survey respondents selected their primary place of residence as a local coastal settlement (ie within the GORCC managed coast such as Torquay, Anglesea and Lorne), with the other 37% originating from Geelong and surrounding suburbs or Melbourne and surrounding suburbs (26%) or other areas of Australia (8%).

A higher percentage of regular visitors and regular campers filled out a survey compared to the percentage that attended a workshop, while a higher percentage of permanent residents and holiday home owners attended a workshop than those who filled out a survey. Overall, the highest percentage of respondents via both surveys and workshops was permanent residents.

The largest group of respondents that were a member of a community organisation were those who were part of a general community association (34% of workshop participants and 33% of survey respondents) or a sporting club (33% of workshop participants and 21% of survey respondents). This was closely followed by those who were members of an environmental volunteer group, with 41% of workshop participants and 10% of survey participants being part of one of these groups.

### 5.3. What you value about the coast

When asked what they valued most about the coast, a large number of respondents said they valued various aspects of the natural environment including its visual beauty, native wildlife and the seclusion and escape it offers.

Opportunities for recreational activities ranging from swimming and walking to surfing and fishing were also highly valued by respondents, as was the lack of or limited amount of development along the coastline.

The sense of being part of a connected community also featured highly, with many respondents valuing both the local community and the community in the caravan parks.

For full details of these results. Please refer to Part 2, sections 2.1 and 3.1.

#### **5.4. Your vision for the coast**

Predominantly, respondents' visions for the 'perfect coast' in the future were not centred on one particular geographical area, but were visions for the whole coast (all of the areas managed by GORCC). Many respondents also described their perfect coast as not significantly different to today – clean, accessible, undeveloped with natural values protected and enhanced.

Again the natural environment featured strongly, with a large number of respondents describing their perfect future coast as one with a protected natural environment free of rubbish and litter, erosion, feral animals and weeds and with native flora and fauna flourishing.

Respondents' visions were also often centred around limited infrastructure and other development on the coast, with many suggestions that the coast should be maintained as it is now without further development. A number of respondents also indicated that in their perfect future coast any necessary infrastructure would be of high quality, sensitively built and of low impact to the environment.

The area of 'Access' also came into focus, with visions of safe access to the coast for the whole community to enjoy a range of recreational activities communicated by respondents.

Responses also indicated that for many people, their vision would include more coastal users being better aware of environmental issues and pitching in and helping to care for the coast.

For full details of these results, please refer to Part 2, sections 2.2 and 3.2.

#### **5.5. The areas of coastal management most important to you**

Each respondent was given 10 tokens and asked to decide how areas of coastal management should be prioritised in the Coastal Management Plan by allocating tokens across them. Both survey and workshop respondents chose to allocate the most importance to the same area, with the 'Natural Environment' receiving by far the highest allocation of tokens (603 tokens). The allocations were as followed (combined total from both the workshops and the surveys):

- Natural Environment (603 tokens)
- Access (346 tokens)
- Infrastructure (270 tokens)
- Community Involvement (216 tokens)
- Caravan Parks (197 tokens)
- Cultural Heritage (153 tokens)
- Commercial Activities (101 tokens).

For full details of these results, please refer to Part 2, Sections 2.3 and 3.4.

#### **5.6. What you would like to see happen on the coast**

##### *Access (285 actions nominated)*

While the highest number of total actions allocated to an area of management were nominated under the area of 'Access', these actions were varied and diverse. Many respondents indicated that they want to see maintenance and upkeep of existing access facilities and that they would prefer access that is built using natural materials and designed to protect the natural environment. Walking tracks also featured highly, with various actions suggesting they should be maintained, upgraded or increased. However there was a diversity of views when it came to whether access should be more open and less controlled or minimised and further controlled. There was also a diversity of views demonstrated when it came to whether we should just maintain existing access infrastructure or establish new access points and access infrastructure.

##### *Community Involvement (175 actions nominated)*

The most popular nominated actions under this area reflected:

- A desire for increased consultation opportunities and community involvement in general
- Education for the wider community to promote better coastal behaviour
- More or improved communication about GORCC and GORCC's work.

Actions suggesting that existing activities should be maintained and expanded, that environmental volunteers should be supported and increased and that education programs in general should be supported and increased also rated highly.

#### *Infrastructure (158 actions nominated)*

The most popular actions under the area of 'Infrastructure' were those that suggested that infrastructure should be limited or reduced on the coast, or, conversely, that new or increased infrastructure, ranging from toilets to bins should be provided, highlighting an area of contention. A smaller, but still significant number, of respondents wanted to see existing infrastructure maintained or improved, and many respondents also suggested that all infrastructure should be low impact, sensitively sited and designed.

#### *Caravan Parks (156 actions nominated)*

Under this area of management, most respondents wanted to see facilities and other infrastructure in caravan parks replaced, increased or upgraded, while some respondents wanted to see affordable camping options maintained and cabins minimised. A smaller but still significant number nominated that parks should be protected in general (eg keeping them as they are in general or protecting current park vegetation).

#### *Natural Environment (154 actions nominated)*

Notably, the strongest point of consensus when it came to nominated actions was demonstrated under the area of 'Natural Environment'. While the area as a whole received only the fourth highest amount of nominated actions (154 actions nominated), actions within this group focused predominantly on the general protection of the natural environment. In fact more of this type of action was recorded than any other type of action under any other area of coastal management. The most popular types of nominated actions under 'Natural Environment' were based on the following themes (in order of popularity):

- Protect the natural environment (general)
- Eradicate weeds, reduce erosion or increase/protect vegetation
- Eradicate feral animals
- Protect sand dunes
- Reduce rubbish and litter.

#### *Commercial Activities (101 actions nominated)*

Actions under 'Commercial Activities' were in the most part focused on limiting commercial activities on the coast, restricting them to sensitive, low impact activities and increasing regulation and compliance monitoring.

#### *Cultural Heritage (59 actions nominated)*

Actions under 'Cultural Heritage' mostly centred around a desire to see more education and information about cultural heritage on the coast and the preservation of cultural heritage, (including historical buildings and shell middens).

#### *Other (119 Actions nominated)*

The most popular type of action under this area were those suggesting that GORCC should increase or diversify its funding base, improve enforcement of laws and regulations and improve integration between management bodies and activities.

For full details of these results, please refer to sections Part 2, Sections 2.4 and 3.5.

#### **5.7. Other comments**

Respondents were also given the opportunity in both the workshops and the survey to make further comment regarding GORCC and the areas that GORCC manages.

The bulk of these comments were centred on respondents wanting to see less or limited development on the coast and further protection of the natural environment. There were also a substantial number of comments that were positive or encouraging about GORCC's work, while a similar number centred around investing in the caravan parks through maintenance, upgrades or new infrastructure.

A snapshot of these comments can be found in Part 2, Sections 2.6 and 3.3. For more information about how these sections have been recorded and why, please refer to Part 1, Section 7.1.

#### **5.8. How you rate GORCC's current performance**

Participants were asked to rate GORCC's current performance under seven areas of management. Both workshop participants and survey respondents produced similar outcomes and the following is an amalgamation of these results.

GORCC's performance under the area of 'Access' was rated by most participants as 'Good' or 'Very Good' (72%) as was GORCC's performance under the area of 'Natural Environment' (62%).

GORCC's performance under the areas of 'Community Involvement' was rated only slightly lower and again was rated by most respondents as 'Good' to 'Very Good' (45%) followed by 'Neutral' (44%), with a similar result for 'Infrastructure' where 47% selected 'Good' to 'Very Good' and 45% selected 'Neutral'.

Most respondents selected 'Can't Say' or 'Neutral' for the areas of 'Cultural Heritage' (62%) and 'Commercial Activities' (66%). 'Caravan Parks' also predominately received a rating of 'Can't Say' or 'Neutral' (57%), followed by 'Good' to 'Very Good' (31%) ratings.

For full details of these results, please refer to Part 2, Sections 2.5 and 3.6.

## 6. LIMITATIONS ON THIS REPORT

### 6.1. Comments quoted in this report

Comments quoted in this report include general discussion held by participants in community workshops and in the 'other comments' section of the survey (further details Part 2 Section 4.2). Due to the huge volume of this feedback, only snapshots of comments have been included, illustrating a diversity of views. All comments however, will be considered and analysed as part of the CMP development process.

In addition to the comments featured in Part 2 Section 4, respondents were invited to further comment on their selections when asked 'How you rate GORCC's current performance'. A selection of these comments can be found in sections Part 2, Sections 2.5 and 3.6. Survey respondents were also asked to explain why areas of coastal management were important to them (Part 2, Section 3.3). Workshop participants did not complete this activity.

All other input from the key questions in the body of the survey and the key activities held in the workshops has been included in full, with the exception of input that falls under the below section (7.2, below).

### 6.2. Illegible or offensive input

Any input that has been deemed illegible or offensive has been excluded from this report.

### 6.3. Roles and geographical areas GORCC does not manage

The CMP is limited to GORCC's geographical areas and to coastal management issues. While all results recorded have been included in this report, it is important to note that some of the input received does not pertain to GORCC's role or geographical areas of management. Some examples of these roles and areas are below.

*Examples of geographical areas GORCC does not manage:*

- Point Addis (managed by Parks Victoria)
- Bells Beach (managed by the Surf Coast Shire)
- Urquhart Bluff (managed by Parks Victoria).

*Examples of areas GORCC does not have a direct role in:*

- Residential development and planning (State Government and Surf Coast Shire)
- Roads and the Great Ocean Road itself (VicRoads and the Surf Coast Shire)
- Boating and fishing regulations (Marine Safety Victoria and Department of Primary Industries)
- Development on areas that are not coastal Crown land reserves managed by GORCC (eg the RACV building).

Additionally, while we support their implementation, only the Surf Coast Shire can establish and enforce local laws and regulations pertaining to people's behaviour on the coast, including dog regulations, parking regulations etc.

GORCC does, however, work closely with key government departments and organisations that play a role on the coast in order to ensure a coordinated approach to coastal management and the best outcomes for the coast and the community.

All results which fit into these above two categories have been compiled in Part 2, Section 5.

### 6.4. Limitations on the diversity of responses

Despite extensive efforts to maximise participation in this consultation process and to ensure the opportunity for a diverse range of respondents to share a wide variety of views, these results may or may not be representative of the entire coastal community or every type of coastal user.

This limitation will be taken into account when using this report for the development of the Draft CMP, and it is acknowledged that it is only a reflection of those who participated. The results will be considered in conjunction with results of other research and findings (eg review of existing reports, past consultation, studies, legislation and plans).

## PART 2 FULL RESULTS

**Please note: This is Part 1 of a two part report.**

**Part 2 (Full Results) can be found online at [www.gorcc.com.au](http://www.gorcc.com.au)**

## C4 CMP PHASE 2 COMMUNITY CONSULTATION REPORT

### EXECUTIVE SUMMARY

The Great Ocean Road Coast Committee (GORCC) conducted extensive consultations with the wider community from 28 May – 29 June 2012 to gain feedback on its Draft Coastal Management Plan (CMP). The final CMP will provide guidance and direction for the sustainable management of the GORCC coast over the next five years and beyond.

The CMP is being developed through a comprehensive and collaborative process which will comprise extensive consultation with key stakeholders, including the wider community. This second major phase of the consultation process followed an initial extensive consultation phase with the community held from November 2011 – January 2012 (for input into the development of the Draft CMP).

This second phase consisted of a Survey available both online and via post (60 responses received) and open house events (150 participants). Additionally, 13 written submissions were also received. This report outlines the consultation process and details the findings from these activities.

#### About the participants

2006 Australian Bureau of Statistics Census data for the region reported a population of around 21,000 for the Surf Coast Shire, the majority of which are Australian born citizens aged between 25 and 59 years of age. Thousands of people also visit the region each year, with the majority of them coming to visit the coast – diversifying and increasing this population during holiday periods.

The large majority of participants in this consultation process were aged between 45 and 74 years (79% in the Survey and 75% attending the Open Houses), and were predominantly permanent residents (Survey 63%, Open Houses 65%). However, a significant number of participants were holiday home owners (Survey 12%, Open Houses 17%), regular visitors (Survey 8%, Open Houses 13%) or regular campers at the Torquay or Lorne Foreshore Caravan Parks (Survey 16%, Open Houses 5%).

*See Part A: Section 5.2 of this report for more detailed findings.*

#### Key findings

Overall, satisfaction with the Draft CMP was high. 59% of Survey respondents were satisfied or very satisfied with the Draft CMP and of those who participated in the

'Have Your Say' activity at the CMP Open House Events, 82% indicated that they were satisfied or very satisfied.

*See Part A: Section 5.1 of this report for more detailed findings.*

Both the Survey and the Open House 'Have you say' activity were designed to reveal what participants liked most about the Draft CMP (and therefore what they would like to see retained in the final document), and what they would most like to see improved about the Draft CMP. In summary, the leading areas of agreement were:

#### What respondents liked most about the Draft CMP:

- Various aspects of the 'Significant Challenges in Managing the Coast' section (Draft CMP section B1), with particular support for the parts referring to climate change and population and development.
- The 'informative' nature of the Draft CMP, with particular reference to maps.
- The way the Draft CMP reflected the community's views as per the first phase of the consultation process.
- Emphasis on the protection of the natural environment throughout the Draft CMP.
- Various Community Involvement Actions detailed in the Draft CMP.

*See Part A: Section 5.3 of this report for more detailed findings.*

#### What respondents would improve or change about the Draft CMP:

- Various actions detailed in the Action Plans Section (Draft CMP section B3). In particular suggestions were targeted at Community Involvement Actions (Draft CMP section B3.4) and Natural Environment Protection Actions (Draft CMP section B3.1).
- Various elements of the Draft CMP relating to caravan parks, including suggestions for increased emphasis on, protection of and investment into caravan parks reflected in the document.
- Calls for more detail, particularly in terms of actions, and suggestions that the document should be less complex.

*See Part A: Section 5.4 of this report for more detailed findings.*

## Submissions

Whilst many of the comments and suggestions contained in the 13 written submissions received by GORCC varied widely, there were some areas of agreement:

- Thoughts that there should be further emphasis on environmental issues other than weeds.
- Support for GORCC's use of in-house staff to develop the CMP rather than consultants (although one submission raised a concern about this).
- Support for the Draft CMP's emphasis on the protection of the natural environment.
- Calls for GORCC to ensure the Draft CMP is consistent with relevant legislation, laws, policies and plans.
- Calls for GORCC to work cohesively with other relevant government bodies.
- Varying suggestions all based on the inclusion of more actions focused on the protection of the natural environment.

See Part A: Section 5.5 of this report for more detailed findings.

## Feedback on the consultation process so far

Overall the majority of Survey respondents (58%) were satisfied or very satisfied with the consultation process so far. Respondents liked that the consultation process was occurring, that the community had been offered an opportunity to have their say and that a range of ways to get involved had been on offer.

Most respondents felt that information on the CMP and consultation opportunities had been clear, useful and easily accessible and that they had been able to express their opinions freely. They also felt that the number and range of consultation opportunities had been appropriate.

Suggestions regarding how the consultation process could have been improved included:

- Increased promotion of opportunities to have input.
- Increased and more varied opportunities to have a say (e.g. more workshops or open houses held at different times).
- A more simplified, easy to read and easy to access document.
- More people encouraged to participate in general.

See Part A: Section 5.6 of this report for more detailed findings.

## Further details on results

A more comprehensive overview of the key findings from the consultation process are outlined in Part A: Section 5. Full results can be found in Parts B, C and D of this report.

# PART A BACKGROUND AND KEY FINDINGS

## 1. INTRODUCTION

This report presents the findings of a public Survey and open house events conducted between 28 May 2012 and 29 June 2012 and details input received via submissions from community groups and individuals as part of a second consultation phase conducted by the Great Ocean Road Coast Committee (GORCC) for the development its new Coastal Management Plan (CMP).

Phase 1 of the consultation process (which ran from November 2011 – January 2012) was conducted to gain input into the development of the Draft CMP. This report details results from phase 2 of the consultation process, which was conducted to allow all stakeholders, including the wider community, to give GORCC feedback on the Draft CMP.

The total number of participants/respondents is detailed below:

TOTAL NUMBER OF RESPONDENTS	
Surveys	60
Workshops	150
TOTAL	13

## 2. BACKGROUND

GORCC is developing a CMP which will provide guidance and direction for the sustainable management of the GORCC managed coast over the next five years and beyond. The CMP is being developed via an open and collaborative process that involves all stakeholders, including the wider community.

The first major consultation phase of the CMP's development was aimed at gaining input for the development of the Draft CMP. The CMP Phase 1 Consultation report is available at [www.gorcc.com.au](http://www.gorcc.com.au). Phase 2 of the consultation process is the subject of this report.

More information about the CMP and GORCC is available at [www.gorcc.com.au](http://www.gorcc.com.au).

### 3. OVERVIEW OF THE CONSULTATION PROCESS

This second major phase of the consultation process for the development of the CMP ran between May 2012 and June 2012 to gain feedback on the Draft CMP.

The consultation process was designed to gain both quantitative and qualitative feedback from a broad cross-section of the community in order to understand what people liked about the Draft CMP and would like to be retained, and what they would like to see changed or improved. Additionally, the process was designed to gain feedback on the consultation process so far.

#### 3.1. The Survey

A Survey was made available between 28 May and 29 June 2012. A total of 47 Surveys were filled out online, while a total of 13 Surveys were completed in hard copy.

Questions in the Survey were designed to gain the same type of information as would be received in the Open House 'Have Your Say' activity (see below, Part A Section 3.2), but offered an opportunity to provide more detail. Survey respondents were asked to rate their satisfaction with the Draft CMP, and indicate what they liked most and most wanted to change about the document. Survey respondents were also given the option of filling out a more detailed response section. Additionally, questions were asked about the respondents' satisfaction with the consultation process itself.

For details of the Survey questions and results, please see Part B.

#### 3.2. CMP Open Houses

Three Open Houses were held at various coastal locations in June 2012 at two different times of day to encourage participation by as many coastal stakeholders as possible. It was not compulsory for people to attend a CMP Open House in order to have a say, however the Open Houses offered an additional, face to face opportunity for input. The events were designed for not only those who had been involved in the CMP development process so far, but also to reach community members who may not yet have heard about the CMP, with many participants seeing the signage and dropping in to learn more about GORCC and the CMP.

The CMP Open Houses allowed participants to:

- View hard copies and displays of the Draft CMP.
- Learn more about GORCC.
- Ask questions of GORCC staff.
- Give feedback on the Draft CMP.
- Fill out or take home copies of the Survey.

Stations were set up in each venue, with an 'About GORCC', 'About the Draft CMP' and 'Have Your Say' station each manned by a GORCC staff member. Participants had the opportunity to access as much or as little information as they desired. 'Kids activities' were also on offer, as was free coffee, muffins, soup and crusty bread for participants.

Open Houses were held were as follows:

November 2011			
Date	Time	Location	No of participants
Friday 22nd June 2012	3.00pm – 6.00pm	Anglesea	30
Saturday 23rd June 2012	10.00am – 1.00pm	Torquay	70
Sunday 24th June 2012	10.00am – 1.00pm	Lorne	50

The 'Have Your Say' station offered participants an opportunity to write their thoughts on the Draft CMP up on the wall and to share their opinions. Participants could rate their overall satisfaction with sections of or the whole Draft CMP and comment on what they liked or what they would improve about the document. Surveys were also made available for completion on the day or to be taken home and completed later.

Participants were also asked to fill out a brief Survey which asked for their age range, gender, primary suburb of residence and connection to the coast in order to capture a snapshot who was participating in the events.

Full results from the Open House 'Have Your Say' activity are available in Part C of this report.

#### 3.3. Submissions

13 submissions from various community groups and individuals were received from:

- Community associations
- Environmental volunteer groups
- Surf Life Saving Clubs
- Government bodies
- Boating and yacht clubs
- Individuals

A snapshot of these submissions can be found in Part D of this report.

### 3.4. The CMP Community Reference Group and Agency Working Group

The CMP Community Reference Group (CRG) was established to provide input and feedback throughout the development of the CMP. The group's 25 members represent a wide range of coastal users with varying connections to the coast, and comprise both representatives from key community groups and the general public.

An Agency Working Group has also been formed to assist in coordinating the involvement and support of key government departments and organisations in the development of the Coastal Management Plan. Members include representatives from:

- GORCC
- Surf Coast Shire (SCS)
- Corangamite Catchment Management Authority (CCMA)
- Department of Sustainability and Environment (DSE)
- Parks Victoria (PV)

Both the CRG and AWG have continued to meet regularly during the development of the CMP, and both will be provided with a copy of this consultation report for discussion. More information on the CRG and the AWG including a list of members can be found at [www.gorcc.com.au](http://www.gorcc.com.au).

### 3.5. Communication and promotion of consultation opportunities

An extensive communication campaign was implemented to raise awareness about the CMP and encourage participation in the consultation opportunities on offer. Communication activities undertaken included:

- Media releases to local publications resulting in various news articles.
- Advertisements and public notices in the local newspapers (The Echo and the Surf Coast Times).
- Mail out to householders along the coast (8000 letters sent).
- Information on the GORCC Website.
- Information in the GORCC E-Newsletter (1300 subscribers).
- Information in the CMP Bulletin - available via email and post (320 subscribers).
- Advertising through signage at CMP Open Houses.
- Letters to community groups (75 local groups on the database).
- Letters to campers (annual and seasonal).
- Emails to email databases (e.g. environmental volunteer groups).
- Notices in newsletters (e.g. local school newsletters and community group publications).

## 4. HOW THIS COMMUNITY INPUT WILL BE USED

### 4.1. How input will be assessed

The input detailed in this report will be considered in the development of the final CMP. This consultation report will be made available to the CRG, AWG and the Committee for discussion before final changes are made to the CMP and the final CMP is made available publicly.

All feedback received on the Draft CMP will be used to inform the development of the final version of the document. Comments or suggestions most likely to influence or appear in the final CMP are those that are supported by a number of respondents, directly relate to GORCC and the CMP and help to respond to the significant challenges in managing the coast and implement the strategic framework.

Other comments (e.g. detailed or location specific comments) will be retained by GORCC for use in the future (e.g. development of masterplans for sections of the coast).

### 4.2. The type of input that might appear in the final CMP

It is important to note that not every suggestion or comment included in this consultation report is necessarily something that will be included in the final CMP.

Additionally, because the CMP is a 'strategic' plan which will set out directions and priorities to guide the management of the GORCC coast over the next 5 plus years, it must be consistent with higher level documents (e.g. Victorian Coastal Strategy). This means that the CMP must consider the whole of the GORCC coast and all of GORCC's responsibilities and contain an overall vision and objectives and strategic, high level actions.

More specific actions may be more appropriate for the next level of GORCC plans which provide specific, on-ground actions for the management of an area of coast or particular issue and generally have a 3-5 year timeframe (e.g. Torquay Foreshore Masterplan). These plans are considered in and guided by the CMP, which identifies whether they are still current or need up-dating or replacing.

Even more specific actions may be more appropriate for a GORCC 'Operational Plan' which identify what projects and tasks GORCC needs to complete each year and include annual works plans and budgets for the different functions of the business.

This consultation report will be retained by GORCC for future reference and consideration and therefore even if a particular action or suggestion is not appropriate for inclusion in the CMP, it will be considered for inclusion in a lower level plan. See Figure 1.



Figure 1. The relationship between the different types and levels of GORCC plans shows the CMP at the centre of and guiding all other levels of plan.

## 5. KEY RESULTS AND FINDINGS

### 5.1. Overall satisfaction with the Draft CMP

Overall, respondents indicated that they were more satisfied than not with the Draft CMP. 59% of Survey respondents were satisfied or very satisfied, 30% were neutral and 11% were unsatisfied or very unsatisfied overall. Of those who participated in the 'Have Your Say' activity at the Open Houses, 82% indicated that they were satisfied or very satisfied and 18% were neutral.

### 5.2. Characteristics of respondents

Participants in both the Survey and Open Houses were predominantly male and aged between 45-74 years. Survey respondents were most likely to be aged between 45-74 years (79%), as were Open House participants (75%).

Overall, respondents were more likely to name their primary place of residence as somewhere on the Surf Coast – Survey (60%), CMP Open House participants (61%), with those indicating their primary place of residence to be somewhere other than the Surf Coast making up 40% and 39% respectively.

The majority of respondents were permanent residents (Survey 63%, Open Houses 65%). Holiday home owners were the next most represented group (Survey 12%, Open Houses 17%), followed by regular visitors to the region (Survey 8%, Open Houses 13%) and regular campers at the Torquay or Lorne Foreshore Caravan Parks (Survey 16%, Open Houses 5%).

In terms of membership of community organisations, respondents were most likely to be a member of a Surf Life Saving Club (Survey 25%, Open Houses 23%), closely followed with members of environmental volunteer groups (Survey 22%, Open Houses 25%), sporting associations (Survey 22%, Open Houses 23%) and general or other community associations (Survey 24%, Open Houses 13%),

### 5.3. What respondents liked most about the Draft CMP

The results from the Survey and the Open House 'Have Your Say' activity indicate that there are a wide range of views on what are the best parts of the Draft CMP and what elements of it should be retained.

However, there were some sections and features of the Draft CMP which more respondents liked than others. Some of the main areas of agreement are listed below:

- Many respondents liked various aspects of the 'Significant Challenges in Managing the Coast' section (Draft CMP section B1), with particular support for the section on climate change (Draft CMP section B.1.1) and population and development (Draft CMP section B.1.2.).
- Many respondents felt that the Draft CMP was informative about both GORCC and the coast, and support was indicated for the maps outlining management areas.
- A large number of respondents also felt that community input had been well reflected in the Draft CMP, and that a good consultation process had been followed.
- Respondents indicated they were happy with the emphasis on protection of the natural environment throughout the Draft CMP.
- Strong support was shown for individual and/or all of the Community Involvement actions (Draft CMP section B.3.4).
- A number of respondents liked the general formatting, structure or presentation of the Draft CMP.
- The Strategic Framework section (Draft CMP section B2) received some support.
- Additionally, some respondents chose to say that they liked the CMP in general, but only if it was implemented, especially the actions.

Both Survey respondents and Open House 'Have Your Say' activity participants were asked to rate their overall satisfaction with the Draft CMP. However, Survey respondents were also given the option of rating their satisfaction with each section of the Draft CMP. Across all sections, the majority of respondents selected 'satisfied' or 'very satisfied', with the exception of the 'Action Plans 2012-2017' section (Draft CMP section B3), and the 'Monitoring and Review' section (Draft CMP section B5).

The sections these respondents were most satisfied with were:

- 'Introduction' section (Draft CMP section A1): 73% of Survey respondents were satisfied or very satisfied.
- 'The Great Ocean Road Coast Committee' section (Draft CMP section A2): .67% of Survey respondents were satisfied or very satisfied.
- 'Significant Challenges in Managing the Coast' section (Draft CMP section B1): 62% of Survey respondents were satisfied or very satisfied.
- 'The Study Area' section (Draft CMP section A3): 61% of Survey respondents were satisfied or very satisfied.
- 'Plan Preparation Process' section (Draft CMP section A5): 58% of Survey respondents were satisfied or very satisfied.

#### 5.4. What you would improve or change about the Draft CMP

The results from the Survey and the Open House 'Have Your Say' activity also indicate that there are a wide range of views on what needs to be improved about Draft CMP. However, of all suggestions for improvements, the majority were focused on the Action Plans section (Draft CMP section B3). The type of actions that received the most mentions were:

- Community Involvement actions (Draft CMP section B3.4): Suggestions varied, ranging from GORCC providing more communication and assistance to community groups regarding available grants, to ensuring that planned community involvement events were held at various locations on the coast to encourage wide participation.
- Natural Environment Protection actions (Draft CMP section B3.1): Suggestions varied, ranging from the need for specific actions for dune damage and revegetation assessment to an action for a policy to protect the environment from over development and one for an action relating to illegal destruction of the natural environment.

Outside of suggestions specific to the Action Plans section (Draft CMP section B3), the main areas of agreements when it came to what respondents would like to see improved about the Draft CMP were based around the following themes:

- Caravan Parks: Suggestions relating to caravan parks included calls for more specific detail about caravan parks in the Draft CMP, more emphasis on protection of caravan parks (including protection of low cost camping) and on investment into caravan parks.
- Calls for more direct actions and less complexity: There was support for the view that the Draft CMP was too general and vague, and could include more detail and less complexity. .

- Maps: Several respondents felt the maps were hard to read or navigate calling for better contrast, bigger maps and better referencing.
- Significant Challenges (Draft CMP section B1): Suggestions regarding this section varied greatly, from calls for community education regarding these challenges, to a suggestion for more reference to community recreation use of coast and tourism infrastructure.
- Monitoring and Review (Draft CMP section B5): Suggestions regarding this section also varied. They included calls for more detailed, measureable criteria to measure the success of the CMP and its actions.

Both Survey respondents and Open House 'Have Your Say' activity participants were asked to rate their overall satisfaction with the Draft CMP (see this report, Part A section 5.1). However Survey respondents were also given the option of rating their satisfaction with each section of the Draft CMP. The sections that Survey respondents were least satisfied with were:

- 'Action Plans 2012-2017' section (Draft CMP section B3): Very Satisfied (6%), Satisfied (41%), Neutral (29%), and Unsatisfied (24%).
- 'Monitoring and Review' section (Draft CMP section B5): Very satisfied (6%), Satisfied (35%), Neutral (47%), Unsatisfied (6%) and Very Unsatisfied (6%).

#### 5.5. Submissions

Below is a summary of some of the main points and general themes from the written submissions received. Additional suggestions regarding minor edits (mainly grammatical, formatting, structure or minor wording suggestions) were made in the submissions and these comments have not been included in the below summaries.

##### Community associations

- Positive comments regarding the formatting, structure, inclusion of strategic responses to significant challenges (Draft CMP section B1), the vision and mission statements (Draft CMP sections B2.1-B2.2) and inclusion of 'Financial and other Resources' in the 'Significant Challenges' section (Draft CMP section B1.4), and overall satisfaction with the Draft CMP.
- Positive comments regarding reflection of the community's desire for advocacy and protection of the natural environment in initial sections of the CMP but concerns that this is not reflected fully enough in latter sections.
- Questions raised regarding the need for half-yearly reviews of CMP actions, suggestion that yearly would suffice.

- Comments indicating disappointment due to omission of actions for reinstatement of the Lorne Pier Crane.
- GORCC encouraged to limit the use of consultants and strongly involve GORCC staff in projects and planning wherever possible.
- Comments that the protection of the natural environment should not just emphasise weeds but extend to other issues and areas of concern.

### **Environmental volunteer groups**

- Suggestions calling for various natural environment actions (e.g. inclusion of donation boxes to be installed along the coast for funding environmental conservation work, creation of a Pest Policy).
- Suggestions that the CMP should look to resist the continuing increase in population and pressure to provide facilities in natural areas and advocate for the protection of the natural environment.
- Concerns regarding development of a car park strategy (Actions – Draft CMP section B.3.5) and any overuse of the coast.
- Call for greater interaction between local groups and GORCC, more effort in supporting groups obtaining financial assistance and more action taken on encouraging the community to get involved in environmental action.
- Calls for more emphasis on natural environmental values and importance of natural environment in several sections and inclusion/mentions of various flora, fauna and other natural values in various sections and general encouragement to ensure further reflection of protection of natural environment across the Draft CMP.
- Comments regarding need for clarity of boundaries between land managers.
- Positive comments regarding GORCC preparing the Draft CMP in-house rather than using consultants.
- Positive comments regarding GORCC making the protection of the natural environment the top priority in the Draft CMP and support for many actions regarding the natural environment.
- Positive comments regarding inclusion of 'precautionary principle' in planning for climate change in the Significant Challenges section (Draft CMP section B1).
- Comments that the protection of the natural environment should not just emphasise weeds but extend to other issues and areas of concern and further consider impacts of population.
- Support for increased use of existing coastal buildings as opposed to instating new buildings.
- Suggestions that more hard copies of similar plans be made available in future.

### **Surf Life Saving Clubs**

- Comments indicating that Surf Life Saving Clubs and their contribution to the coastal community should be more emphasised and acknowledged within the CMP.
- Call for more inclusion of and reference to Surf Life Saving Club related plans, studies and reports.
- Comments regarding stakeholder engagement – call for more direct consultation to be held with Surf Life Saving Clubs, including targeted meetings.
- Suggestion that Surf Life Saving volunteers should be acknowledged as volunteers in several sections.

### **Government bodies**

- Suggested that GORCC liaise with relevant government bodies as appropriate, particularly with regard to a number of the proposed actions, and keep communication open.
- Suggestions about where government bodies can work with GORCC and role of those government bodies.
- Importance of ensuring all parts of the CMP further align with and reflect relevant laws, policies and plans, such as the Victorian Coastal strategy and local by-laws in some sections.
- Comments regarding GORCC working with and consulting relevant government bodies to communicate and engage with the community, especially with regard to raising awareness about legal requirements and local laws to ensure the protection of the environment.
- Suggestions that any standard consultation and engagement process for major projects and decisions be a base process which is flexible to ensure each consultation and engagement campaign is appropriate for the stakeholders and context.
- Comments that the strategic responses to the protection of the natural environment should not just emphasise weeds and onshore environmental issues but be more comprehensive.
- Suggestions for further mention of coastal processes and management of erosion.
- Call for objectives to be more specific and measurable.
- Suggestions that GORCC should review some actions to ensure they are realistic and achievable and don't repeat themselves.
- GORCC encouraged to include more information about planning for and responding to bushfire events.

## Boating and yacht clubs

- Actions suggested around public safety – specifically regarding erosion in Pt Roadknight and protection of nearby assets.
- Actions encouraged around protection of Moonah trees at Point Roadknight.
- Comments that the Draft CMP does not communicate how it relates to the plans and visions of the G21 region alliance
- Comments that a strategy to work with adjoining landowners to tackle weeds be further emphasised.
- Suggestions that high use areas must be protected not just those of high environmental value.

## Individuals

- Concerns raised around action regarding development of a car park strategy – suggestion that managing demand and upgrades does not align with the community's views and encouragement of GORCC devising alternatives to building and upgrading car parks.
- Positive comments regarding GORCC preparing the Draft CMP in-house rather than using consultants.

### 5.6. Feedback on the consultation process

Survey respondents were asked to give GORCC feedback on the CMP consultation process so far. Overall, the majority of respondents (58%) were satisfied or very satisfied with the process, while only 12% were unsatisfied or very unsatisfied.

Respondents had heard about the CMP and opportunities to have input into its development through a variety of different communication tools. The most common way respondents had gained information was through a letter in the mail (40%), the GORCC E-Newsletter (36%), newspaper advertisements or public notices (27%) or through word of mouth (27%).

Respondents were asked to indicate to what level they agreed with five statements. Overall, the majority of respondents gave positive responses to all five statements, which are detailed below:

1. Information on the CMP and consultation opportunities has been clear, useful and easily accessible.
2. Information on the CMP and consultation opportunities has been timely and appropriate.
3. I am satisfied with the number and range of consultation opportunities that have been made available.
4. I feel I have been able to express my opinions and suggestions freely.
5. Feedback on the results of the consultation (e.g. the Phase 1 Consultation Report) was comprehensive, useful and timely.

Overall, respondents agreed most with the first statement (67%) and fourth statement (67%), closely followed by the third statement (64%). Respondents agreed only slightly less with the second statement (58%) and least with the fifth statement (49%).

It should be noted that all respondents, with the exception of one, who selected 'Disagree' or 'Strongly Disagree' or 'N/A' in response to any of the above statements, were not involved in the first major consultation phase (for the input into the development of the Draft CMP, held between November 2011 and January 2012). All other respondents – who had been involved in the first major consultation phase – selected either 'Agree', 'Strongly Agree' or Neutral in response to the above statements.

### What people liked most about the consultation process varied, however some themes emerged. The main two areas of agreement were:

- That the consultation process was happening and that the community had the opportunity to have a say in general.
- That a range of consultation opportunities had been offered, making the process accessible.

How respondents would have improved the consultation process also varied, however the most common suggestions were:

- Increased promotion of opportunities to have input.
- Increased and more varied opportunities to have a say (e.g. more workshops or open houses held at different times).
- A more simplified, easy to read and easy to access document.
- More people encouraged to participate in general.

## 6. LIMITATIONS ON THIS REPORT

### 6.1. Input detailed in this report

All input from the Survey and the 'Have Your Say' activity held at the Open Houses has been included in full in this report with the exception of input that falls under the below section (Part A section 6.2).

Submissions received, however, are a summary submissions received. Due to the volume of this feedback, only snapshots of comments have been included, illustrating a diversity of views. All input, however, will be considered and analysed as part of development of the final CMP

### 6.2. Illegible or offensive input

Any input that has been deemed illegible or offensive has been excluded from this report.

### 6.3. Roles and geographical areas GORCC does not manage

The CMP is limited to GORCC's geographical areas and to coastal management issues. While all results recorded have been included in this report, it is important to note that some of the input received does not pertain to GORCC's role or geographical areas of management. Some examples of these roles and areas are below.

Examples of geographical areas GORCC does not manage:

- Point Addis (managed by PV).
- Bells Beach (managed by the SCS).
- Urquhart Bluff (managed by {PV}).

Examples of areas GORCC does not have a direct role in:

- Residential development and planning (State Government and SCS).
- Roads and the Great Ocean Road itself (VicRoads and the SCS).
- Boating and fishing regulations (Marine Safety Victoria and Department of Primary Industries).
- Development on areas that are not coastal Crown land reserves managed by GORCC (e.g. the RACV building).

Additionally, while we support their implementation, only the SCS and DSE can establish and enforce local laws and regulations pertaining to people's behaviour on the coast, including dog regulations, parking regulations etc.

GORCC does, however, work closely with key government departments and organisations that play a role on the coast in order to ensure a coordinated approach to coastal management and the best outcomes for the coast and the community.

### 6.4. Limitations on the diversity of responses

Despite extensive efforts to maximise participation in this consultation process and to ensure the opportunity for a diverse range of respondents to share a wide variety of views, these results may or may not be representative of the entire coastal community or every type of coastal user.

This limitation will be taken into account when using this report for the development of the final CMP, and it is acknowledged that it is only a reflection of those who participated. The results will be considered in conjunction with results of other research and findings (e.g. review of existing reports, past consultation, studies, legislation and plans).

## PART B FULL RESULTS

**Please note: This is Part A of a two part report.**

**Part B (Full Results) can be found online at [www.gorcc.com.au](http://www.gorcc.com.au)**

## C5 LIST OF CMP COMMUNITY REFERENCE GROUP MEMBERS

Members on the CRG are listed below with their main town or suburb of residence and the group they represent (where applicable):

- Luke Hynes – CHAIR
- Austin Swain, Torquay (Resident)
- Jorgen Peters, Torquay (Resident)
- Gary White, Lorne (Friends of Queens Park, Lorne)
- Paul Shannon, Newtown (Fairhaven SLSC)
- Pete Murphy, Jan Juc (Surfing Victoria)
- Sharon Blum-Caon, Anglesea (Eco-Logic Education and Environment Services)
- Andrew Cherubin, Torquay (Resident)
- Geoffrey Fulton Torquay (Resident)
- Russell Oakley, Heathmont (Lorne Campers Reference Committee)
- Gary Johnson, Fairhaven (Aireys Inlet & District Association)
- Wes Smith, Anglesea (Go Ride A Wave)
- Tony Smith, St. Albans (Regular Cumberland River Camper)
- Adam Stephens, Highton (Torquay Marine Rescue Service)
- Helen Tutt, Anglesea (ANGAIR and Anglesea Coast Action)
- John Foss, Torquay (Surfrider Foundation, Surf Coast)
- Michael Callanan, Lorne (LorneCare)
- Lawrence Baker, Lorne (Friends of Lorne)
- Philip Stuchbery, South Melbourne (Torquay Concerned Campers Committee)
- Bev Merrett, Torquay (Resident)
- Graeme Stockton, Bellbrae (Surfers Appreciating the Natural Environment and the Surf Coast Energy Group)
- Chris Leibhardt, Jan Juc (Jan Juc Coast Action)
- Neil Morarty, Lorne/Port Melbourne (Lorne SLSC)
- Chris Tutungi, Lorne (Lorne Business & Tourism Association)
- Tony Peddie, Lorne (Lorne Aquatic Club)





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