

# ANNUAL REPORT 2017-18





# WHO WE ARE

Formed by the Victorian Government in 2004, the Great Ocean Road Coast Committee is the largest of the Crown land committees of management along the Great Ocean Road, managing many of the highest visitation foreshore areas centred around major towns.

Great Ocean Road Coast is a State Government body responsible for protecting, enhancing, and developing coastal Crown land from Point Impossible to Cumberland River. All funds raised through the organisation's commercial endeavours are reinvested back into the coast.

Great Ocean Road Coast is the:

- Single largest accommodation provider on the Great Ocean Road with over 500,000 visitor nights at the Anglesea, Lorne and Torquay caravan parks
- Port manager for the Port of Lorne
- Manager of critical coastal and visitor infrastructure from Lorne Pier, through to the Fishermans Beach Precinct in Torquay

- Employer of numerous staff, contractors and for the tourism and environmental sectors
- Provider of substantial social value and economic benefit.

The organisation provides significant investment to protect conservation areas and ecosystems.

## Funding

Great Ocean Road Coast currently generates around \$14 million in direct revenue annually to be reinvested back into the coast. The majority of the organisation's funding comes from its directly managed Crown land caravan parks. The remaining funds are derived from a range of sources including leases such as the Cumberland River Caravan Park, licence and permit fees and fee-for-service delivery.



### Vision

World-leading environmental protection and coastal experiences for all.

### Mission

In partnership with our community, recreation, tourism and local economy, we enhance and effectively manage the Great Ocean Road coastal environment. We do this by reinvesting the income generated through our caravan parks, leases, permits and licences back into conservation, facilities, assets and infrastructure and education and engagement programs.

The Great Ocean Road Coast Committee respectfully acknowledges the original custodians of the coast, their rich culture, deep affinity with the land and spiritual connection with it.

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## Guiding principles

1. Protecting and enhancing our natural environment and cultural heritage is of the highest priority.
2. Our coastal reserves have strong health, wellbeing, community, economic, and heritage benefits which support recreational and community enjoyment.
3. We provide the opportunity to enjoy our world-leading coastal experiences that are affordable, inclusive and welcoming.
4. We foster partnerships and volunteerism by improving access and understanding, education and engagement.
5. Our activities and partnerships are built on mutual trust, open communication, collaboration and transparency.
6. We use information and data and make evidence-based decisions.
7. We engage and consult with our communities and stakeholders to inform our planning.
8. We think long term, use strategic business planning tools and innovation to make the best use of our financial, human and physical resources.
9. Good governance is core to everything we do and who we are.

## Areas of management

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

## Roles and responsibilities

Great Ocean Road Coast's role is to manage Crown land reserves and their values on behalf of the State and for the use and enjoyment of the community. In fulfilling this role, the organisation holds a variety of powers through Section 15 of the *Crown Land (Reserves) Act 1978*.

## Legislation

The new *Marine and Coastal Act* commenced 1 August 2018, which seeks to improve the marine and coastal management system by:

- Establishing clear objectives and guiding principles for decision making
- Improving governance and institutional arrangements
- Strengthening marine and coastal planning and management
- Establishing a mechanism to improve understanding of the marine and coastal environment
- Supporting adaptation to climate change.

## Awards and recognition in 2018

### Education Program

- Victorian Coastal Council Award – Education Category
- Finalist at the Premier's Sustainability Awards
- Finalist VicParks Community Award

### Caravan parks

- Anglesea Family Caravan Park, Camping with Kids top ten parks
- Finalist VicParks Innovation Award

"The model for reinvesting caravan park dollars in coastal education and conservation efforts is one that should be replicated," Victorian Coastal Council Awards Master of Ceremonies, Rob Gell, presenting the Great Ocean Road Coast Committee's award for its education program.

## Community grants and sponsorship

- ANZAC Memorial Service – Torquay
- Lorne Sculpture Biennale
- FOPA (Festival of Performing Arts) in Lorne
- Kids Adventure Outdoors Anglesea
- Pier to Pub Lorne
- Roo Run in Anglesea
- ANZAC Memorial works – Lorne

"On behalf of the Lorne Sculpture Biennale Committee I would like to thank the Great Ocean Road Coast Committee and staff for their support. Over 65,000 people visited the Biennale in 2018 and enjoyed the event which was made possible with your involvement. With heartfelt thanks LSB Committee."

## Great Ocean Road Coast growth

Over the past decade, Great Ocean Road Coast's operational budget has grown from \$3.3 million to \$14 million. At the same time, the organisation's capital spend, reinvested back into the coastline, has been over \$36.3 million.

## OUR STORY



SINGLE LARGEST  
ACCOMMODATION PROVIDER  
ON THE GREAT OCEAN ROAD

**37km** OF COASTLINE  
FROM TORQUAY  
TO LORNE

**150**

EVENTS  
SUPPORTED  
& PERMITTED



**500,000**

VISITOR NIGHTS – ANGLESEA, LORNE  
AND TORQUAY CARAVAN PARKS



OVER 40 LEASES  
& LICENSES  
INCLUDING SURF  
SCHOOLS & SURF  
LIFESAVING  
CLUBS

**\$14,000,000**

REINVESTED INTO  
THE COAST EVERY  
YEAR MEANS:

**15** VOLUNTEER  
GROUPS  
SUPPORTED

**430** HECTARES TREATED  
FOR PEST PLANTS  
AND ANIMALS



**2000**  
STUDENTS THROUGH  
OUR EDUCATION  
PROGRAMS

**80** BEACH ACCESS  
TRACKS  
AND STEPS

**73** PASSIONATE  
STAFF

**18,000** TREES  
PLANTED  
SINCE 2016



**100** LOCAL  
CONTRACT  
JOBS

World-leading environmental protection  
and coastal experiences for all.

## MESSAGE FROM THE CHAIR & CHIEF EXECUTIVE OFFICER



### **A year of greater protection and community connection for the coast**

It is my great pleasure to present the 2017-18 Great Ocean Road Coast Committee Annual Report.

This past year represented a major change for our organisation with the first year of direct management of the Anglesea Family Caravan Park, which was fully booked through the peak season with high levels of customer satisfaction. As you can see from our financial statements from page 34, the result was \$14 million reinvested back into the coast [up from \$9 million the previous financial year].

In 2017-18, we have again partnered with local schools, volunteers and our many government agencies to deliver services to the coast. We took great strides forward with the Lorne community with the much-anticipated Point Grey – Lorne Redevelopment, working with a supportive community through the steering group and I look forward to progressing this project in 2019. We worked with the traders in Anglesea, Lorne and Torquay with innovative, new approaches to drive off season visitation and enhance coastal protection.

Throughout this period of expansion, we actively participated in deliberations about future governance and planning arrangements to improve management of the Great Ocean Road. On behalf of our Board, we look forward to providing strong leadership throughout the transition period to a new management authority to ensure we continue to model and improve coastal conservation practices.

In March 2018, we said farewell to Chief Executive Officer Richard Davies after 9 years of dedicated service to the coast. Following an extremely competitive process we were delighted to welcome Vanessa Schernickau to the organisation, who has provided great leadership to an innovative and proud organisation delivering great outcomes for the coast and community. Vanessa brought a wealth of experience in business, local government, human resources, community development and Crown land management.

I would like to thank our dedicated Board members and staff for their ongoing commitment to our coast over the past 12 months. We look forward to continue delivering great services for the coast, caravan parks and the community in 2018 and beyond.

**Chairman**  
Ken Northwood, FAICD

## Bringing out the best in ourselves and coast

It was my privilege to join the passionate team at the Great Ocean Road Coast Committee as Chief Executive Officer in March 2018. The organisation has an incredibly important job to do and I am thoroughly enjoying working with the community to protect and deliver services for this much-loved coastline.

Our work is only possible because of the support from volunteer organisations, school students and teachers, who contribute thousands of hours of conservation each year. In building partnerships to better care for the coast we also build capacity and develop skills within communities.

In 2017-18, Great Ocean Road Coast:

- Progressed partnerships with the Aboriginal Traditional Owners of the land on which we work – the Eastern Maar and Wathaurung Aboriginal Corporations
- Became the single, largest accommodation provider on the Great Ocean Road with around 500,000 visitor nights per year coming from our directly managed caravan parks – Anglesea, Lorne and Torquay caravan parks
- Progressed the design of the Point Grey – Lorne Redevelopment with the community, including the announcement of the architectural design competition
- Generated approximately \$14 million in direct revenue to be reinvested into the coast from income sources including licences, leases and permits, and coastal reserve operations
- Received a Victorian Coastal Award for “educating the next generation of coastal protectors”
- Partnered with volunteers, school groups, agencies and partner organisations to plant 18,000 indigenous species on the coast and treat 430 hectares for pest plants
- Formed a volunteer network to help share knowledge and enhance support for volunteering along the coast
- Made a major contribution to the visitor economy through collaborative working relationships with local government, state government agencies and other authorities on the road

- Actively contributed to the Great Ocean Road Taskforce and Marine and Coastal Act community consultation
- Trialled innovative caravan park packages with local businesses and the community including: the Glamping Fiesta in Lorne, planning for a Guided Surf Coast Walk with Corrina Eccles from the Wadawurrung and a range of guest experience packages from “Family Fun” to “Wine, Chocolate and Cheese” to “Three Park Passes”
- Permitted, sponsored and supported over 150 events on the coast including the Lorne Biennale, Kids Adventure Outdoors Anglesea, The Drop Music Festival, ANGAIR Wildflower and Art Show, and the largest open water swim the Lorne Pier to Pub
- Permitted over 100 weddings and over 50 film shoots, which help to promote the region, create visitor memories and experiences and deliver revenue back into the management of the coastline.

Our team worked together to develop organisational values, capability and project management practices. Our first culture survey revealed the high levels of pride that staff have in our organisation and the work we do with the community. It is a great foundation for our organisation to take on the many challenges of population growth, climate change and community expectations.

I would like to thank our volunteers and partners and community stakeholders who helped make 2017-18 such a great success and I look forward with great excitement to what we can all achieve in 2018-19.

And finally my thanks to the Board, our leadership team and staff who have provided me with such a warm welcome.

### Chief Executive Officer

Vanessa Schernickau, GAICD

# BOARD STRUCTURE AND PURPOSE

The Board's powers are set out in Section 15 of the *Crown Land (Reserves) Act 1978*, and are summarised in the *Committee of Management Responsibilities and Good Practice Guidelines 2003*, as follows:



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

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

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

## Structure

Board members are appointed under the *Crown Land (Reserves) Act 1978* for a term of three years by the Minister for Energy, Environment and Climate Change, and are selected through a public, skills-based expression of interest process. The 10 Board members meet regularly to oversee and provide strategic direction to the organisation.

## OVERVIEW OF THE BOARD



### **Ken Northwood (Chair), FAICD**

*Bachelor of Commerce, Diploma Town and Regional Planning, and Master Urban Planning*

Ken is an experienced strategic, business and urban planner. He worked in local government for 15 years prior to forming his own successful consulting firm in 1992.

### **Kylie Steel (Deputy Chair), GAICD**

*Bachelor of Science (Honours), Graduate Cert Business, Graduate Diploma Bushfire Planning and Design*

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

### **Ian Coles, FAICD**

*Bachelor of Engineering (Honours), Graduate Diploma Business Administration*

Ian is a professional company director and consultant, working with and on Boards in the public and private sectors.

### **Shaun Cumming, GAICD**

*Bachelor Environmental Engineering, Bachelor of Science and Master of Business Administration*

Shaun is General Manager Infrastructure and Technology at Barwon Water, with extensive experience in project management, construction management and business development.

### **Helen Gwilliam**

*Bachelor of Laws and Graduate Diploma Journalism*

Helen is General Manager at Women with Disabilities Victoria, which works with community services and all levels of government to ensure they are inclusive of women with disabilities.

### **Rebecca Hull**

*Bachelor Landscape Architecture (Honours)*

Rebecca is a Registered Landscape Architect and the Principal of Loci, a Jan Juc based design studio.

### **Daniel Marquet, FAICD**

*Bachelor of Laws and Bachelor of Science*

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

### **Sam Noelker**

*Bachelor of Engineering (Civil) (Honours), Member of the Institute of Engineers Australia*

Sam works for AW Maritime Pty Ltd and is a Member of the Institute of Engineers Australia

### **Jo Stevens**

*Bachelor of Business, Master Change Leadership and Organisation Dynamics*

Jo is a Change Management Consultant, whose experience includes the design and delivery of major corporate change transformation programs, cultural and behavioural change programs, training, project management and business process improvement initiatives.

### **Paulina Ramos**

*Bachelor of Biology, Diploma Sustainable Livelihoods, Diploma Soil Science, Graduate Diploma Education (secondary), currently studying Master of Science (Sustainable Regional Development)*

Paulina is a biologist with a specialisation in botany, soil science and sustainable livelihoods.

\*Outgoing member: Jacqueline Scally finished her service in December 2017. John Gavens was recruited as Audit and Risk Adviser following a public expression of interest.

# CATEGORY 1 COASTAL COMMITTEES OF MANAGEMENT

## BARWON SOUTH WEST REGION

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

In 2017-18, Great Ocean Road Coast has fulfilled its functions in accordance with:

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

### Reporting on Priority Actions

#### Priority 1 – Use of the Reserve

*Provide DELWP with a report on tenures, within 12 months.*

Great Ocean Road Coast reviewed all tenures, including rental regimes, and presented the report to DELWP with this Annual report. The organisation sought *Coastal Management Act 1995* consent from DELWP for any use and developments on Crown land by third parties.

#### Priority 2 – Coastal Management Plan

*Prepare a new Coastal Management Plan.*

Great Ocean Road Coast completed the review of the 5th Year of the its Coastal Management Plan – 2013/18 and has commenced preparations for a new plan for 2019-23.

#### Priority 3 – Community Charter

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

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

#### Priority 4 – Communications Protocols

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

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

#### Priority 5 – Reporting

*Report annually on the implementation of this Statement of Expectations.*

Great Ocean Road Coast provided an annual report to DELWP for the 2017-18 year and a report from our Chair on the implementation of the Statement of Expectations.

#### Priority 6 – Procurement

*Ensure suitable procurement policies and procedures are in place.*

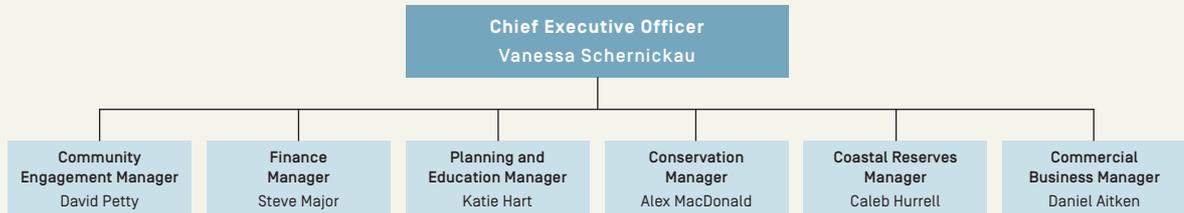
Great Ocean Road Coast's purchasing and procurement policies are consistent with Victorian Public Sector requirements and the DELWP Model Policies.

#### Priority 7 – Committee's Policies

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

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

# EXECUTIVE LEADERSHIP TEAM



## OUR TEAM

The Great Ocean Road Coast staff team work to protect the coast through innovative caravan park management, conservation, education programs and strategic and environmental planning, outdoor works and financial operations.

### **Vanessa Schernickau, GAICD**

*Chief Executive Officer*

Vanessa Schernickau joined the Great Ocean Road Coast Committee in March 2018. Vanessa is an established public sector executive with a Master of Business Management, an Associate Degree in Business Studies, a Graduate Diploma of Human Resource Development and is a Graduate of the Australian Institute of Company Directors.

### **Daniel Aitken**

*Commercial Business Manager*

Daniel Aitken joined the management team in January 2017. Daniel has more than 25 years' experience in the hospitality industry working for major

international businesses including Trusthouse Forte, the Hilton International and Park Plaza.

### **Katie Hart**

*Planning and Education Manager*

Katie Hart joined the management team in September 2016. A Bachelor of Arts / Science degree graduate, Katie spent four years at the University of British Columbia working on sustainability programs.

### **Caleb Hurrell**

*Coastal Reserves Manager*

Caleb Hurrell joined the management team in August 2016 and holds a science degree majoring in conservation, ecology and biology. Caleb has more than 10 years' conservation experience having worked with the

State Government in pest management and teaching Conservation Land Management and Horticulture.

### **Steve Major**

*Finance Manager*

Steve Major joined the former Lorne Foreshore Committee of Management in 1999 before it amalgamated to become the Great Ocean Road Coast Committee in 2004. A qualified accountant, Steve has more than 20 years' experience in financial management.

### **Alex MacDonald**

*Environment Manager*

Alex MacDonald joined the management team in 2014. With qualifications in Natural Resource Management (Undergraduate

Diploma) and Editing & Communications (Advanced Diploma) and a background in environmental planning and communications, Alex has held previous roles at the Department of Environment, Land, Water and Planning.

### **David Petty**

*Community Engagement Manager*

David Petty joined the management team in April 2016. David holds a degree in political science and history, along with further qualifications in writing, communications and community engagement. David has extensive communications experience in public land management.

## PARTNERS AND MEMBERSHIPS

The Great Ocean Road Coast Committee are proud members of:

- ANGAIR (Anglesea, Aireys Inlet Society for the Protection of Flora and Fauna)
- Business and Tourism Anglesea
- G21
- Geelong Chamber of Commerce
- VicParks
- Victorian Caravan Parks Association
- Victorian Chamber of Commerce
- Victorian Tourism Industry Council
- Torquay Commerce & Tourism
- Top Parks
- Australian Coastal Council.

We partner with dozens of organisations, community groups and businesses on the coast, including:

- Eastern Maar Aboriginal Corporation
- Wadawurrung Aboriginal Corporation
- Birdlife Australia
- Committee for Lorne
- Corangamite Catchment Management Authority
- Department of Environment, Land, Water and Planning
- Lorne Business Tourism and Traders Association
- Parks Victoria
- Returned and Services League of Australia
- Surf Coast Shire
- Lifesaving Victoria
- Surfing Victoria.

And, countless environmental groups doing great work, including:

- Aireys Inlet District Association
- Friends of Cosy Corner
- Friends of the Hooded Plover Surf Coast
- Friends of Moggs Creek
- Friends of Queens Park
- Friends of Taylor Park
- Jan Juc Coast Action
- LorneCare
- OCCN (Otway Community Conservation Network)
- SANE (Surfers Appreciating the Natural Environment)
- SCIPN (Surf Coast and Inland Plains Network)
- Surfrider Foundation Surf Coast
- Torquay Coast Action.





# PLANNING

## HIGHLIGHTS

**IN 2017-18, SEVERAL SIGNIFICANT PLANS AND STRATEGIES WERE RELEASED:**

- **REVIEW OF THE GREAT OCEAN ROAD COAST COMMITTEE'S COASTAL MANAGEMENT PLAN**
- **POINT GREY – LORNE REDEVELOPMENT WINNING DESIGN CONSULTATION**
- **DRAFT CONCEPTS FOR LORNE'S ERSKINE Paddock**
- **SITE PLANS FOR THE ANZAC MEMORIAL AND SWING BRIDGE PRECINCT IN LORNE**
- **THE GREAT OCEAN ROAD MEMORIAL ARCH MASTER PLAN – OPTIONS PAPER AND DRAFT PLAN.**

# REPORTING ON THE STATEMENT OF EXPECTATIONS:

## Coast Management Plan Report

The fifth round of monitoring and reporting has shown that the implementation of Great Ocean Road Coast's Coastal Management Plan 2013-18 was a success, particularly in the operational areas of natural environment protection, master planning, community involvement and a major improvement in commercial management support.

### KEY PERFORMANCE INDICATORS

#### 1. Monitoring

##### Implement Coastal Management Plan

**Target:** 90% of actions completed.

**Measure:** Six-monthly reviews of the Coastal Management Plan's implementation program.

**KPI achieved for Year 5.**

#### 2. Economic

##### Increase investment on the coast and caravan parks

**Target:** 5% increase annually on total expenditure.

**Measure:** Annual financial statements.

When compared to the original plan, income and expenses in year 5 were greater than budget by 77% and 26% respectively. This is largely due to the Anglesea Family Caravan Park. Actual income increased from year 4 to year 5 by 49%, also largely due to the income from the Anglesea Family Caravan Park, which was reinvested back into the coastline with projects such as the Demons Bluff boardwalk in Anglesea (pictured below).

**KPI achieved for Year 5.**



#### 3. Social

##### Increase community participation

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

**Measure:** Education program attendances, annual forum attendances, newsletter subscriptions, website visits, volunteer participation rates, survey responses.

Participation in the education program increased significantly overall in 2017-18 with the largest increase recorded in the summer education activity program participation rate [334%].

**KPI achieved for Year 5.**

##### 4. Maintain a high level of stakeholder satisfaction with the Great Ocean Road Coast Committee

**Target:** 85% overall satisfaction rate with services and facilities.

**Measure:** User surveys, feedback forms (e.g. caravan parks, education programs).

The responses to this question for the 2017-18 year are as follows:

Average satisfaction rate for guests across Torquay and Lorne caravan parks is 93.22% – an increase of 2.22% on the previous year's figure of 91%. Anglesea caravan park overall satisfaction rate: 96.96% (the first year under Great Ocean Road Coast management).

**KPI achieved for Year 5.**

##### 5. Maintain community access to the coast

**Target:** Maintain or improve the community's overall satisfaction rate with their experience accessing the coast in 2018.

**Measure:** User surveys.

Community satisfaction with access provision/facilities has risen from 81% in 2015 to 93% in 2018.

**KPI achieved for year 5.**



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

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

**Measure:** Habitat condition assessments.

**KPI achieved in Year 5.** Great Ocean Road Coast's review of its Native Vegetation and Weed Action Plan found:

- Overall, 73% of objectives are on track for delivery
- 85% of objectives in high priority sites are complete or likely to be achieved
- 59% of objectives in medium priority sites are complete or likely to be achieved
- 76% of objectives in low priority sites are complete or likely to be achieved

Objectives not met are due to a number of factors including: unplanned or emergency works, such as clearing party sites, track works, litter clean up, addressing erosion and storm damage impacts.

## 7. Reduce the occurrence of vertebrate pests

**Target:** 15% reduction by 2018 in the density of vertebrate pests.

**Measure:** Spotlighting, trapping, den surveys.

**Not achieved in Year 5.** This is due to failure of biological control to reduce rabbit numbers. Planning with key agencies is underway to ensure this target is achieved in future.



## 8. Increase Hooded Plover numbers

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

**Measure:** Bird surveys.

Since 2013, a total of 23 nesting pairs were recorded across seven GORCC managed sites, with 10 fledglings produced between these pairs (which is four pairs breeding for the full five seasons and one pair breeding for three out of the five seasons). This equates to a 43.5% success rate of Hooded Plover pairs successfully rearing fledglings over 5 years. The data also shows an increase in number of Hooded Plover breeding pairs per year.

**KPI achieved in Year 5.**



A range of projects have been delivered through the life of the Coastal Management Plan 2013-18, including:

### Natural Environment

- Habitat quality has improved significantly since 2013 with 95% of mature woody weeds eliminated from approximately 80% of the Great Ocean Road Coast-managed coast, allowing for regeneration of native vegetation and spread of indigenous fauna
- The review and renewal of the Native Vegetation and Weed Action Plan
- The development and implementation of the Conservation Monitoring Framework
- Working with Surf Coast Shire to introduce a Plastic-wise Policy for all events on the Surf Coast
- The accreditation of Great Ocean Road Coast's environment staff to carry out estuary opening planning works in conjunction with Corangamite Catchment Management Authority
- The success of Hooded Plover conservation activities with Birdlife Australia, including on ground conservation work (patrols, fencing, fox control) and volunteer support, complementing community awareness activities such as the 'Save the Hoodie' campaign. Since 2013, a total of 23 nesting pairs of Hooded Plovers were recorded across seven of Great Ocean Road Coast's managed sites

### Cultural Heritage Protection

- The production of a voluntary Cultural Heritage Management Plan
- The production of a Cultural Heritage Management Plan for the redevelopment of Queens Park Caravan Park

### Community activity support

- Environmental volunteers contribute over 10,000 hours to the coast
- Formation of the Surf Coast Volunteer Network
- The delivery of new websites for Great Ocean Road Coast, Anglesea, Lorne and Torquay caravan parks
- The annual delivery of community grants and event sponsorship
- The continued strong participation in Coast Guardians school program
- Increased participation in the annual Coastal User Survey
- Annual increase in environmental education program participation
- Support for development and launch of Surf Coast Nature Search, an online search tool for identifying coastal weeds and indigenous plants (developed by local volunteer group Jan Juc Coast Action)

### Access provision

- The development of Coastal User Transport Strategy

### Master planning

- The delivery of the Erskine River Master Plan
- The production of the Point Grey Precinct Plan
- The production of the Queens Park Reserve Master Plan

### Caravan Parks

- Strong growth in revenue from directly managed caravan parks
- Eleven new surfside Cabins for Torquay Foreshore Caravan Park
- New playground equipment for Torquay Foreshore Caravan Park
- Review of the governance and policy setting for the management of the Torquay and Lorne Foreshore Caravan Park
- Torquay Foreshore Caravan Park major works amenities block redevelopment, road upgrades, fire service improvements, new boom gates and BBQs
- Lorne Foreshore Caravan Park major works including Ocean Road amenities block refurbishment, Queens Park fire service upgrades, Kia Ora road works, Erskine River cabin upgrades, Queens Park infrastructure upgrades, Ocean Road Playground upgrade

### Infrastructure

- The Lorne Swing Bridge rebuild (2013-14)
- The Torquay Bowls Club Redevelopment (2013-14)
- A new Split Point wheelchair-accessible viewing platform at Aireys inlet (2014-15)
- Development of the Rocky Point Lookout at Jan Juc (2014-15)
- The Elephant Walk Precinct upgrades at Torquay (2014-15)
- An all-abilities access extension for the Spring Creek Toilet Block (2014-15)
- The Rebuild of Teddy's Lookout in Queens Park, Lorne following fire (2014-15)
- Re-routing the Surf Coast Walk at Anglesea and building the new Demons Bluff boardwalk (2016-18)
- New Torquay Fitness Stations installed with Rotary Club of Torquay (2015-16)
- The redevelopment of the new Darian Road carpark
- Upgrades to the Queens Park Reserve, including new signage, stairways and track work

## Project Planning 2017-18

Considered and informed planning is critical to ensure we are using our limited resources in the most effective way. These processes are also an opportunity for stakeholders, including the wider community, to provide input into major projects and decisions.

### Point Grey progress in Lorne

Ian Stewart, Chairman of the Committee for Lorne, regarding the Point Grey-Lorne Redevelopment: "This has been one heck of a journey over the past decade and we have never been closer, nor partnered with a stronger GORCC team, to deliver an outcome that all of Lorne can be proud of."

Great Ocean Road Coast worked closely with the Lorne and Surf Coast community to progress the redevelopment of the Point Grey – Lorne Precinct. In consultation with the community and key stakeholders the Point Grey Precinct Master Plan was completed in 2015 followed by a Business Case that identified appropriate funding models. A Project Steering Group comprising key external stakeholders was convened in August 2017, who provided input at each stage of the redevelopment program. An Architectural Design Expression of Interest (EOI) commenced in September 2017 to progress the master plan concepts into detailed design. The EOI attracted 39 responses and four were shortlisted to submit, through a formal and confidential tender process, as entrants to the Architectural Design Competition. The winning design was by Searle x Waldron Architecture and Edwards Moore Projects which has been progressed through further exploration of the site and community consultation.



Issues and Opportunities Papers were developed for various plans including:

- Anglesea Family Caravan Park Master Plan
- Lorne Foreshore Master Plan
- Point Impossible to Jan Juc Master Plan
- Taylor Park Master Plan.

Great Ocean Road Coast sought feedback on an Options Paper for the Great Ocean Road Memorial Arch Precinct, Eastern View. The Options Paper was developed in partnership with Great Ocean Road Regional Tourism, Surf Coast Shire, Department of Environment, Land, Water and Planning, VicRoads, Regional Development Victoria and Parks Victoria with input from a community reference group, tour operators and the broader community.





# NATURAL ENVIRONMENT PROTECTION

## HIGHLIGHTS

- PARTNERED WITH VOLUNTEERS, SCHOOL GROUPS, AGENCIES AND PARTNER ORGANISATIONS TO PLANT 18,000 INDIGENOUS SPECIES ON THE COAST
- TREATED 430 HECTARES FOR PEST PLANTS AND ANIMALS

The protection and enhancement of the natural environment is Great Ocean Road Coast's highest priority. In 2017-18, the organisation's intensive conservation efforts continued with the support of volunteers, school groups and corporate groups.

### Native Vegetation and Weed Action Plan

The organisation's key strategic environmental plan 2015-20:

- Guides Great Ocean Road Coast's on-ground conservation work
- Aims to protect and enhance ecological values
- Sees a continued focus on the eradication of weeds which are identified as the key threat to coastal biodiversity.

A review of the plan analysed the effectiveness of conservation works undertaken over five years and determined work plans and site priorities for the next five years. The process included consultation with local environmental volunteer groups who provided positive feedback about Great Ocean Road Coast's conservation work and ongoing partnership with groups.

### Invasive species control

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

In 2017-18:

- The conservation team worked with Surf Coast Shire to coordinate the release of a new rabbit biocontrol, RHDV1K5, and associated monitoring and follow-up control works
- Rabbit fumigation occurred from Deep Creek to Point impossible
- Fox dens in the Anglesea woodland, Soapy Rocks, Point Roadknight, Melba Parade, and Whites beach were swept and fumigated.

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



### Coastal Tender Program

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

Since 2011, Great Ocean Road Coast has:

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

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

## Lorne caring along the Bert Alsop Track

The Bert Alsop Track is a scenic walking track along the Lorne foreshore. Linking North Lorne to the town's centre and offering views across Louttit Bay, the track is a popular route for cyclists, walkers, and joggers.

In 2017-18, Great Ocean Road Coast's conservation team was busy with woody weed removal with the generous help of LorneCare volunteers, a Ford corporate group, and Lorne P-12 College students, who worked through sun, showers, and heavy rain to cut down and remove invasive tea tree along the track. Great Ocean Road Coast will continue to work with and support LorneCare to manage the site to ensure minimal regrowth of invasive weeds.

If all goes to plan the site will be weed free and ready to be revegetated in winter 2019.

## Hooded Plover protection

Hooded Plovers are listed as vulnerable under the *Environmental Protection Biodiversity Conservation Act 1999* and were recently identified as one of 20 species targeted under the Federal Government's Threatened Species Strategy. Great Ocean Road Coast works with partners Birdlife Australia and the Friends of the Hooded Plover Surf Coast volunteers to protect these beach-nesting shorebirds.

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

## Point Impossible Bird Sanctuary trial

Great Ocean Road Coast, with support from Surf Coast Shire, piloted an on-lead dog zone at Point Impossible and sought feedback and input from the local community. The trial aims to protect wildlife including shorebirds from the impacts of dogs off leash.

## Rabbit management

All rabbit warrens were mapped and recorded in the Rabbit Scan app between Point Impossible and Fishermans Beach. This work will inform an integrated pest management plan, including warren destruction, between Great Ocean Road Coast, Surf Coast Shire and the Sands Golf Course.



## Arguably the cutest shorebirds going around, meet EV and SH!

Fledged in 2018, EV and SH were named after Great Ocean Road Coast Committee conservation staff, Evan Francis and Scott Hives, who kept an eye on the birds throughout breeding season. It looked as though Hamilton Pearson, also from the conservation team, would miss out this time on having a hoodie named in his honour, until another bird was also banded!

In 2017-18, the Great Ocean Road Coast Committee again ran the 'Save the Hoodie' campaign in an effort to increase Hooded Plover chick survival rates on the Surf Coast. The campaign, which is targeted at changing beachgoer behaviour, supports intensive, on-ground efforts conducted by the organisation's conservation team and dedicated Friends of the Hooded Plover Surf Coast volunteers. Over the 2017-18 breeding season the campaign's excellent reach and overwhelmingly positive response exceeded expectations, with extensive media coverage, noted changes to dog-owner behaviour, and widespread evidence of strong community and stakeholder support. The 2017-18 campaign was supported by Birdlife Australia, Friends of the Hooded Plover Surf Coast, the Surf Coast Shire and Ghanda.



# COASTAL INVESTMENT & MAINTENANCE

Coastal infrastructure is under increasing demand as population and visitation numbers increase. The Surf Coast region received an estimated 2.1 million total visitors to the year end December 2017<sup>1</sup>.

<sup>1</sup>Surf Coast Shire Visitor Insights 2018

Over the last 12 months, the Great Ocean Road Coast invested heavily in coastal projects, explored partnership opportunities and created efficiencies to help manage the increasing demand on coastal infrastructure and amenities.

### Shared services

Great Ocean Road Coast and the Surf Coast Shire Council joined forces for a combined waste management contract, which commenced services in the Surf Coast area, including the coastal reserves and caravan parks between Torquay and Lorne. The shared contract results in greater efficiencies and less congestion of the road network.

### Anglesea – Demons Bluff Boardwalk

The \$257,000 Demons Bluff Boardwalk project was completed in 2018 in Anglesea. EcoProjects Australia constructed a raised boardwalk above the existing 'goat track' to minimise vegetation disturbance. Great Ocean Road Coast worked closely with environmental volunteers ANGAIR to create this great new visitor experience for Anglesea over a spectacular heathland.

### Lorne – ANZAC Memorial Garden Upgrade

Great Ocean Road Coast worked with the Lorne RSL to upgrade the ANZAC Memorial Garden in Lorne. The upgrade will be completed following significant design consultation with the Lorne RSL and broader community consultation in 2017. The ANZAC Memorial Garden project is being completed to complement the overall Lorne Foreshore Master Plan.

### Jan Juc – Steps and Boobs Stair replacement

Planning commenced on the replacement of the stairs at popular surf access point, Steps and Boobs at Jan Juc. The project is funded by Great Ocean Road Coast's capital works program and a \$60,000 grant from Department of Environment, Land, Water and Planning's Coastal Environments Grant Program. The current stairway will be replaced with a non-slip fibre reinforced structure that will be safer and designed to meet the predicted impacts of climate change. Upgrades to drainage will also be completed to help prevent erosion.



### Lorne – Teddy's Lookout upgrade

The iconic lookout at Queens Park, Lorne, received a \$17,000 stone stair upgrade to replace the aged timber steps connecting upper Teddy's Lookout to the lower lookout. The area also benefited from \$40,000 of works for design, manufacture and installation of new entrance, interpretive and wayfinding signage for Queens Park Reserve in partnership with the Friends of Queens Park.

### Accessibility

Great Ocean Road Coast partnered with Surf Coast Shire to secure funding for an all-abilities changing facility in Anglesea. Great Ocean Road Coast is exploring ways to improve the coastal experience for people with a disability, including providing \$30,000 of funding for building the Changing Place, and a further \$40,000 for beach accessibility matting on the coast. The organisation also progressed planning future accommodation options at our Crown land caravan parks at Anglesea, Torquay and Lorne.



# COMMUNITY & PARTNERSHIPS

## HIGHLIGHTS

IN 2017-18:

- OVER 10,000 HOURS CONTRIBUTED BY VOLUNTEER GROUPS
- CONSERVATION STAFF INCREASED THEIR ATTENDANCE AT VOLUNTEER WORKING BEES, WITH THE THREE TEAM MEMBERS ALTERNATING WEEKENDS AND VOLUNTEER GROUPS
- THE SURF COAST VOLUNTEER NETWORK WAS ESTABLISHED
- A NEW VOLUNTEER GROUP THE FRIENDS OF COSY CORNER WAS FORMED.

## The Great Ocean Road Coast Survey was conducted to measure and gain insights into the views, ideas, behaviour and satisfaction levels of coastal users. The 2018 survey was delivered with over 1,300 people participating in the survey.

The top 4 priorities identified as:

- Protecting the natural environment 76%
- Consulting with the community about future plans 39%
- Educating the community about the coast 34%
- Protecting cultural heritage 30%.

Survey respondents were asked what were the specific attractions of the area they had visited and the key improvements that could be made. Key attractions were aesthetics of the beaches and coastline, easy access to the beach, lack of overdevelopment, cleanliness, safe swimming and access to walking and bike paths close to the coast. Improvements nominated were the need to limit development, protect the natural environment, improve waste management, manage traffic better, enforce dog laws and increase signage about dog laws.

Percent satisfied with each activity:

- 93% access facilities
- 89% community education programs
- 88% volunteer engagement
- 87% caravan park management & operations
- 86% commercial activity management & support
- 84% other facilities
- 83% natural environment protection – revegetation
- 80% natural environment protection – controlling pest plants & animals
- 75% community consultation.

### Volunteers

The backbone of our conservation efforts continues to be environmental volunteers, with around fifteen groups working directly on land under Great Ocean Coast's management.

Great Ocean Road Coast contributed \$20,000 in grants to assist with employment and marketing of the Kids Adventure Outdoors in Anglesea (KAOS) event 7-8 April. A community-driven event, this partnership with Business and Traders Anglesea, Camp Wilkin, YMCA Anglesea, Eumerella Camp and other activity and accommodation providers in Anglesea has opened the door to many future collaborations.

In 2017-18, Great Ocean Road Coast dedicated extensive on and off-ground support to environmental volunteer groups. The organisation collaborated on many projects throughout the year with these dedicated groups, providing equipment and technical support, attending working bees through to promotional, social media and grant writing support.

A new Surf Coast volunteer network was initiated by Great Ocean Road Coast to determine how the organisation can better support coastal volunteers. Members of ANGAIR, LorneCare, Friends of Queens Park, Jan Juc Coast Action, Torquay Coast Action, YMCA Anglesea, SANE (Surfers Appreciating Natural Environment), Lifesaving Victoria, the Department of Environment, Land, Water and Planning (DELWP) and the Surf Coast Shire attended the inaugural forum in 2018 to discuss ideas about how to attract more volunteers to assist with increasing environmental workloads, improve knowledge sharing opportunities, pooling resources and encouraging collaboration. Many volunteers voiced their desire to increase online skills; Great Ocean Road Coast's communications and conservation teams met with groups individually to progress strategies for online skills development.

Volunteer network events will now be scheduled at least twice yearly.

### Community consultation

Great Ocean Road Coast strives to communicate, engage and partner with a wide range of coastal users and stakeholders in order to achieve the best possible outcomes for the coast. In 2017-18, there was a wide range of opportunities to have input into major projects and decisions and to provide feedback on the organisation's work.

The organisation sent monthly newsletters to a list of over 10,000 subscribers, provided consistent content for local press and increased its digital presence with the addition of an Great Ocean Road Coast Instagram account, LinkedIn profile page and Twitter account for new Chief Executive Officer Vanessa Schernickau.





# CARAVAN PARK MANAGEMENT

## HIGHLIGHTS

- A SUMMER ENTERTAINMENT AND EDUCATION PROGRAM WAS DEVELOPED PROVIDING CAMPERS WITH FILMS, CRAFTS, FOOD VANS AND KIDS EDUCATIONAL EXPERIENCES
- INNOVATIVE, NEW EXPERIENCE PACKAGES WERE DEVELOPED WITH LOCAL BUSINESSES TO HELP DRIVE OFF-PEAK VISITATION
- NEW BROCHURES, SIGNAGE AND VIDEOS WERE PRODUCED TO INCREASE PROMOTIONAL OPPORTUNITIES
- NEW TENTS WERE PURCHASED AND PROMOTED AS OPTIONS FOR FAMILIES AND SCHOOLS LOOKING FOR AFFORDABLE CAMPING OPTIONS

Situated adjacent to some of the most spectacular beaches on the coast, Great Ocean Road Coast's directly managed caravan parks in Anglesea, Torquay and Lorne offer a range of accommodation options for families, tourists and visitors. More staff were employed in all parks to increase the level of service to the caravan parks.

## ANGLESEA FAMILY CARAVAN PARK

Great Ocean Road Coast partnered with local businesses to pull together innovative packages for the Anglesea, Lorne and Torquay caravan parks to help drive off-season visitation, promote accessible coastal camping options and enhance strategic partnerships. Offers included:

- Anglesea Family Fun Package – 2 nights accommodation with log fire, visit to the Great Ocean Road Chocolaterie with a chocolate tasting for 2 adults and 2 children, 2 scones and 2 ice cream cups, and 4 hot chocolates, Anglesea Golf Club Roo tour, use of the spa, pedal cart vouchers and late checkout
- Winter, Wine and Chocolate – 2 nights accommodation with log fire, visit to the Great Ocean Road Chocolaterie with a chocolate tasting for 2, scones and 2 hot chocolates, bottle of wine, use of the spa and late checkout
- Stay and Save – cabins and camping:
  - stay 3 and save 25%
  - stay 4 and save 30%
  - stay 5 and save 40%
- 3 Park Pass – stay 7 nights camping across any 3 parks for \$120 (57% saving).

### Highlights

- Returned \$3m from the first year of operations for reinvestment in the coast
- Reported that 96% customers either satisfied or highly satisfied with their experience
- Maintained its 4 star rating
- Formed the inaugural Anglesea Campers Reference Group
- Employed more local staff and a horticulturalist
- Held special events including food truck and movie nights
- Undertook extensive grounds and conservation works, weed removal, additional rabbit proof fencing and general park landscaping and site works.
- Prepared the first Anglesea Family Caravan Park Master Plan for consultation over 2018-19
- Released a new website, brochures, camper information as well as enhancing the park's social media presence

Investment back into the park included:

- Upgrades to electrical systems, including new electrical boards, wiring and site powerheads
- Improvements to the pool area, including a new filtration system, spa pumps, furniture and replacement lighting
- The establishment of seasonal shop in addition to an all year round kiosk
- Upgrades to the volleyball court and mini golf course
- Establishing a new Environmental Education Office and meeting room
- Providing new equipment in the camp kitchen including new ovens and cooktops, and a double door fridge
- Repainting and undertaking general upgrades of the toddlers room and games room
- Providing new BBQ hotplates throughout park and converting all BBQs to be free of charge
- New pedal cars.



## LORNE FORESHORE CARAVAN PARK

### Glamping Fiesta fun in Lorne, reinvesting back into the coast

Great Ocean Road Coast hosted 40 campers in its sold out, inaugural Glamping Fiesta in Lorne over the Queen's Birthday weekend.

An innovative, new product developed with local traders, the Lorne Foreshore Caravan Park featured fire pits, live music, films, wine, gourmet meals, and camping in the comfort of the Luxury Bell Tents courtesy of Twilight Glamping.

### Highlights

- Cabin upgrades
- New hot water systems
- A new website, making bookings and information access easier for guests

Improvements for the Lorne Foreshore Caravan Park included:

- Re-grassing at Erskine River and Queens Park
- Road upgrades
- Camper consultation on Queens Park development
- Erskine River amenity block upgrade completion.



## TORQUAY FORESHORE CARAVAN PARK

### Innovative guided walk through Surf Coast history

Great Ocean Road Coast and Traditional Owners the Wadawurrung partnered to plan a unique coastal experience for campers at the Torquay Foreshore and Anglesea Family Caravan Parks. Scheduled for Spring 2018, Corrina Eccles of the Wadawurrung women will lead a guided tour of over 40km of the Surf Coast Walk from Torquay to Aireys Inlet.

Ms Eccles said: "This is a beautiful coastline to many, but do you know the cultural stories and values of this coastline? The Wadawurrung People sustainably lived, cared and connected to this land for many generations."

### Highlights

- Plans for a new camp kitchen were progressed for construction in 2018-19
- Park benches and other visitor facilities were replaced and upgraded
- The reception area was landscaped
- Fun new special events were held including food truck and movie nights
- A new website and Instagram feed were launched making bookings and information access easier for guests

### Leases and licences

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

## HIGHLIGHTS

- NEARLY 2,000 INDIVIDUALS PARTICIPATED IN ONE OR MORE OF GREAT OCEAN ROAD COAST'S AWARD-WINNING EDUCATION PROGRAMS OR ACTIVITIES WITH A FURTHER 5,000 ENJOYING THE NEW EDUCATION PROGRAM PROVIDED WITHIN THE CARAVAN PARKS
- OVER 650 HOURS OF CONSERVATION WORK UNDERTAKEN THROUGH STUDENT ACTIVITIES
- WORK COMMENCED ON A SPECIFIC ENVIRONMENTAL EDUCATION STRATEGY TO HELP GUIDE THE FUTURE OF THE INCREASINGLY POPULAR PROGRAM

# ENVIRONMENTAL EDUCATION



Great Ocean Road Coast started its Environmental Education Programs in 2011. From modest beginnings, in 2017-18, the program was decorated with a 2018 Victorian Coastal Award and was a finalist in the 2017 Premier's Sustainability Awards, among other achievements.

### Coast Guardians Program

Year 9 students often face a challenging, formative year during which many developmental decisions are made about the kind of person they would like to become. Through the Coast Guardians program, students collaborate with Great Ocean Road Coast staff and other coastal experts and community groups to enhance the natural values of a specific patch of the coastline.

Schools participating in the program and the coastal sites undergoing rehabilitation on the Surf Coast are:

- Geelong Lutheran College: Whites Gap and Fishermans Beach, Torquay
- Lorne P-12: Erskine River Top Bank, North Lorne Beach and Lorne Point, Lorne
- Northern Bay P-12 College: Torquay Foreshore
- Surf Coast Secondary College: Spring Creek, Torquay
- Sacred Heart Ladies College: Jan Juc.



### Environmental Education Program

The Coast Guardians Program complements the Great Ocean Road Coast's overall Environmental Education Program. Topics and outcomes are tailored to the age and curriculum requirements of different groups.

These programs have created positive relationships with the local community, while spreading important environmental messages and awareness among its participants and the public.

The programs seek to find new ways for students to participate in caring for the coast through community service, volunteering and, later, careers.

## Students learn about:

- Ecosystem components and how they work together for natural balance, plant and animal identification, and adaptation
- Indigenous uses of land and resources, and cultural heritage with the Wadawurrung People
- Natural threats such as fire and flood and how they can be sustainably managed
- How to manage threats including weeds and pest animals
- Coastal land management practices, relating to climate change, population growth, development and tourism
- Weeding, mulching and planting for biodiverse ecosystems to assist with carbon storage and enhance air quality
- Removal of rubbish.

Through the education program, Great Ocean Road Coast partnered with:

- Corangamite Catchment Management Authority
- Wathaurung Aboriginal Corporation
- Birdlife Australia
- Marine and Freshwater Discovery Centre
- EcoLogic
- Zoos Victoria
- Artist Lisa Hunter
- Surf Coast Shire
- Jan Juc Coast Action
- LorneCare.

The programs have a broad reach into the community, allowing for a collaborative approach to embedding sustainable practices in the community and managing the coastline.



## The next generation of coastal protectors

In September every year, all participating Coast Guardians schools come together in a day of annual learning and celebration at the end of year Forum. In 2017, the day featured special presentations from Corrina Eccles, Wathaurung Aboriginal Corporation; EcoLogic; Queenscliff Marine and Freshwater Discovery Centre; and Streamline Media, with interactive sessions to promote and celebrate coastal conservation.

### Summer Caravan Park Activities

The 2017-18 camper education program was successful, with over 5,000 campers from Anglesea, Lorne and Torquay caravan parks participating. A booklet with information about the Great Ocean Road Coast and the local environment was produced to engage primary school aged kids staying in the park. Activity sessions ranged from craft and games, to rockpool and beach investigations, to astronomy nights and birdwatching walks.

### Education and Conservation stands

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

## TEACHER TESTIMONY

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

*Lukas Capicchiano – St Joseph’s College Geelong*



“I have been involved with the Great Ocean Road Coast Committee (GORCC) for a number of years now and have always found their programs to be very engaging and well organised. Working with GORCC has given me the opportunity to really enrich my students learning and allow them to have a fully immersive education experience that we are then able to build upon in the classroom. The team in the education department do an exceptional job in engaging and relating to the student. The programs are a real asset to the community as a whole and we are very lucky to have this available on our door step.”

*Gavin Wake – Gordon TAFE Geelong*

“Operation Newstart Geelong has been working with Pete Crowcroft and the Great Ocean Road Coast Committee (GORCC) since the beginning of 2015. We have found the blend of environmental education and practical coastal care work in the GORCC program to be highly effective in engaging our participants whilst building their awareness and commitment to the environment and community at large. Our participants have reported that the landcare aspect of the program has made them feel a sense of genuine contribution to the environment. The locations chosen have provided a therapeutic setting for our young people to connect with nature and reflect on their personal choices.”

*Nick Sack – Operation Newstart Geelong*



# PEOPLE & CULTURE

# BOARD CULTURE

## Standards of Conduct

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

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

## Overarching Duties, Responsibilities and Good Practice

Board members have:

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



LOCATION	No.	%
ADMIN	10	13.70%
ANGLESEA	17	23.29%
CONSERVATION	8	10.96%
LORNE	11	15.07%
LORNE RESERVES	4	5.48%
TORQUAY	16	21.92%
TORQUAY RESERVES	7	9.59%
TOTAL EMPLOYEES	73	100.00%

GENDER	No.	%
FEMALES	40	54.79%
MALES	33	45.21%
TOTAL EMPLOYEES	73	100.00%

STATUS	No.	%
FULL TIME	40	54.79%
PART TIME	10	13.70%
CASUAL	23	31.51%
TOTAL EMPLOYEES	73	100.00%

AGE	No.	%
0-19	0	0.00%
20-29	14	19.18%
30-39	17	23.29%
40-49	14	19.18%
50-59	18	24.66%
60-69	8	10.96%
70+	2	2.74%
TOTAL EMPLOYEES	73	100.00%



LENGTH OF SERVICE	No.	%
Less than 1 year	32	43.84%*
1 year	12	16.44%
2 years	5	6.85%
3 years	1	1.37%
4 years	6	8.22%
5 years	3	4.11%
6 years	3	4.11%
7 years	1	1.37%
8 years	2	2.74%
9 years	2	2.74%
10 years	0	0.00%
11 years	0	0.00%
12 years	0	0.00%
13 years	0	0.00%
14 years	2	2.74%
15 years	0	0.00%
16 years	1	1.37%
17 years	1	1.37%
18 years	1	1.37%
19 years	0	0.00%
20 years	0	0.00%
21 years	0	0.00%
22 years	0	0.00%
23 years	0	0.00%
24 years	0	0.00%
25 years	0	0.00%
26 years	0	0.00%
27 years	1	1.37%
TOTAL EMPLOYEES	73	100.00%

\* This figure may be higher than normal due to the transition to direct management of the Anglesea Family Caravan Park in July 2017 (15 employees in total)

## Staff Culture

In December 2017, the organisation undertook its first culture survey. Findings included:

- Employee engagement is solid and very high compared with other comparable organisations
- Great Ocean Road Coast is perceived by the majority as friendly, supportive, informal and inclusive
- 100% of staff said they were proud to work for the organisation:
  - “I am proud to work for the Great Ocean Road Coast Committee”
  - “I would recommend the Great Ocean Road Coast Committee”
  - “Workplace safety is considered important”
  - “Great Ocean Road Coast Committee genuinely cares about my wellbeing.”

The next staff culture survey is scheduled for December 2018.

## Our Values

“We are professional, approachable and communicate thoughtfully.

We find solutions and get things done safely.

If there is a better way, we share it.

We are not rude to each other.”



## Executive Leadership team's values

“We are:

- Accountable
- Inclusive
- Respectful
- Fun and energetic
- Strategic
- Leading by example
- Aspiring and inspiring to be the best.”

In 2017-18 training for staff included:

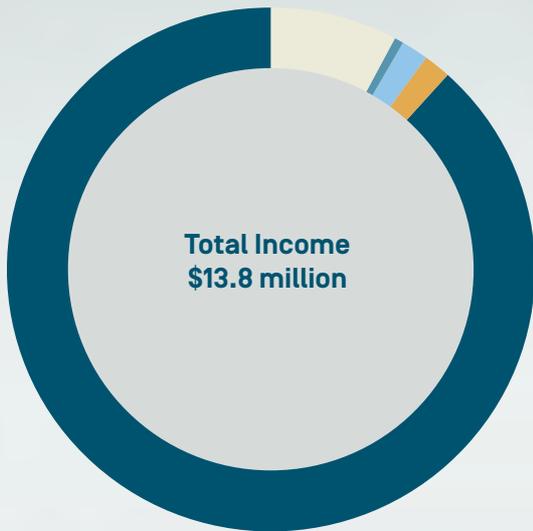
- Four staff attended Cultural Heritage Training throughout the year led by Corrina Eccles of the Wathaurung Aboriginal Corporation
- 30 staff undertook basic First Aid training
- 12 staff undertook project management training
- Two staff were trained as new Health and Safety Representatives
- In April, two staff attended the Coast to Coast Conference in Hobart.

## OHS

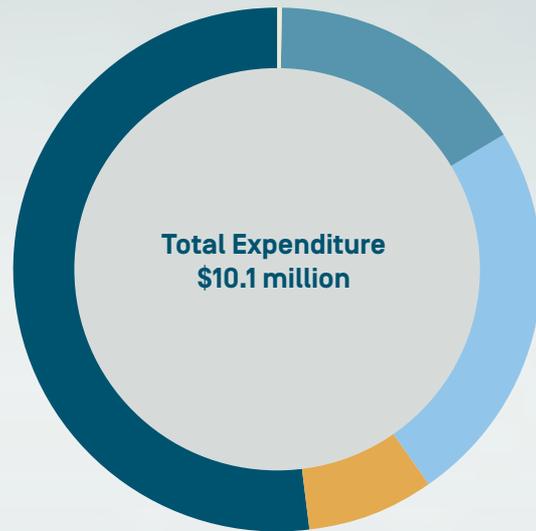
Great Ocean Road Coast is committed to training staff to undertake their role on the coast safely. The organisation implements its *Occupational Health and Safety Policy (2014)* that aligns with the *Victorian OHS Act (2004)* and *Regulations (2017)*. There is an OHS Report provided to the Great Ocean Road Coast Board every month with strategic oversight provided by the Audit and Risk Committee. The OHS Committee met nine times during 2017-18.

Over the twelve month period from July 2017 to July 2018, there were 11 public injuries on Great Ocean Road Coast-managed reserves and caravan parks. Staff reported 17 incidents with the majority described as “minor” with two incidents resulted in lost time for staff.

Great Ocean Road Coast completed its twice annual Visitor Risk assessments and quarterly aquatic safety signage audits to manage public access risks on the coastal reserve.



<span style="color: #f0e68c;">●</span> Lease/Licence Management	8%
<span style="color: #00568c;">●</span> Administration	0%
<span style="color: #66b3ff;">●</span> Coastal Reserves	1%
<span style="color: #f09a24;">●</span> Government Grants for Projects	1%
<span style="color: #00568c;">●</span> Caravan Parks	90%



<span style="color: #f0e68c;">●</span> Lease/Licence Management	0%
<span style="color: #00568c;">●</span> Administration	16%
<span style="color: #66b3ff;">●</span> Coastal Reserves	24%
<span style="color: #f09a24;">●</span> Education & Conservation	8%
<span style="color: #00568c;">●</span> Caravan Parks	52%

# FINANCIAL SNAPSHOT

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

Audited accounts on the following pages.



Great Ocean Road Coast Committee Inc

# FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
30TH JUNE 2018

# STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30TH JUNE 2018

	Note	2018 \$
<b>Current Assets</b>		
Cash	Note 2	2,655,118
Receivables	Note 3	198,389
Other	Note 4	193,594
<b>Total Current Assets</b>		<b>3,047,101</b>
<b>Non – Current Assets</b>		
Property, Plant and Equipment	Note 5	38,723,493
<b>Total Non - Current Assets</b>		<b>38,723,493</b>
<b>Total Assets</b>		<b>41,770,594</b>
<b>Current Liabilities</b>		
Creditors	Note 6	511,495
Deposits in Advance	Note 7	1,150,958
Provisions	Note 8	
Loans	Note 9	18,351
<b>Total Current Liabilities</b>		<b>2,741,974</b>
<b>Total Liabilities</b>		<b>2,741,974</b>
<b>Net Assets</b>		<b>39,028,620</b>
<b>Equity</b>		
Reserves	Note 10	17,016,816
Retained Earnings	Note 10	22,011,804
<b>Total Equity</b>		<b>39,028,620</b>

These Financial Statements are to be read in conjunction with the notes forming to and part of the Financial Statements.

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30TH JUNE 2018

	Note	Retained Surplus \$	Reserves \$	Total \$
<b>Balance at 1 July 2016</b>		19,261,655	16,061,363	<b>35,323,018</b>
<b>Comprehensive Income</b>				
Surplus for the Year		356,339	-	356,339
Other Comprehensive Income for the Year		-	-	-
<b>Total Comprehensive Income for the Year</b>		19,617,995	16,061,363	<b>35,679,358</b>
<b>Balance at 30 June 2017</b>		19,617,995	16,061,363	<b>35,679,358</b>
<b>Comprehensive Income</b>				
Surplus for the Year		3,349,262	-	3,349,262
Other Comprehensive Income for the Year	Note 10	-	955,453	955,453
<b>Total Comprehensive Income for the Year</b>		3,349,262	955,453	<b>4,304,715</b>
<b>Balance at 30 June 2018</b>		22,967,256	17,016,816	<b>39,984,073</b>

These Financial Statements are to be read in conjunction with the notes forming to and part of the Financial Statements.

# OPERATING STATEMENT FOR THE YEAR ENDED 30TH JUNE 2018

	2018 \$
<b>Income</b>	
Camp Sites	8,800,699
On-Site Accommodation	3,278,198
Leases, Licenses & Permits	1,086,170
Recurrent Grants & Subsidies	152,469
Other	343,528
<b>Total Operating Income</b>	<b>13,661,064</b>
Interest	32,493
WorkCover Receipts	5,003
Profit on Sale of Asset	5,822
<b>Total Income</b>	<b>13,704,382</b>
<b>Expenses</b>	
Cleaning	516,228
Insurance	207,320
Repairs & Maintenance	952,320
Supplies & Equipment	582,792
Utilities	694,789
Wages	4,777,347
General & Administrative	473,083
Marketing & PR	247,489
Other	573,805
<b>Total Expenses</b>	<b>9,025,173</b>
<b>Trading Result Before Depreciation</b>	<b>4,679,209</b>
Depreciation	2,412,091
<b>Trading Result After Depreciation</b>	<b>2,267,118</b>

These Financial Statements are to be read in conjunction with the notes forming to and part of the Financial Statements.

# PROJECTS OPERATING STATEMENT FOR THE YEAR ENDED 30TH JUNE 2018

	2018 \$
<b>Revenue</b>	
<b>Grants &amp; Contributions</b>	
CVA Project Milestone 1 (LorneCare)	41,645
Steps Beach Stairway Replacement	54,000
Lorne Pier Sector Light 1st Instalment	7,660
Coastal Tender (Payment 1)	-
Anglesea Caravan Park Boat Ramp Upgrade	37,500
Pt Grey Redevelopment Plan	-
Upgrade Surf Fishing Access Moggs Ck (80%)	-
	<b>140,805</b>
<b>Expenses</b>	
Point Roadknight Coastal Adaptation Project	-
Surf Life Saving Project	-
Surfcoast Walk Realignment	-
CVA Project Milestone 1 (LorneCare)	1,497
Corangamite Catchment Authority	12,617
<b>Total Expenses</b>	<b>14,114</b>
<b>Projects Result</b>	<b>126,691</b>

These Financial Statements are to be read in conjunction with the notes forming to and part of the Financial Statements.

# STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30TH JUNE 2018

	Note	2018 \$
Trading Result (page 3, 4 and 5)		2,267,118
Activities from Grants & Projects (page 4)		126,691
Operating Result		2,393,809
Income Tax Expense	Note 1f	-
Other Comprehensive Income for the Year		
Revaluation Buildings and Public Facilities		955,453
<b>Total Comprehensive Income</b>		<b>3,349,262</b>

These Financial Statements are to be read in conjunction with the notes forming to and part of the Financial Statements.

# STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30TH JUNE 2018

		2018 \$
<b>Cash Flows from Operating Activities</b>		
<b>Payments</b>		
Wages and Salaries		(4,835,831)
Suppliers		(4,913,194)
Other		(348,453)
<b>Receipts</b>		
Receipts from Customers		15,615,518
Interest Received		34,294
<b>Cashflows from Government</b>		
Receipts from Appropriations / Grants		154,886
<b>Net Receipts Provided by Government</b>		
<b>Net Cash Provided by Operating Activities</b>	Note 11	<b>5,707,220</b>
<b>Cashflows from Investing Activities</b>		
Payments for Purchase of Property, Plant & Equipment		(1,130,269)
Receipts from Sale of Property, Plant & Equipment		30,863
<b>Net Cash Used in Investing Activities</b>		<b>(1,099,405)</b>
<b>Cashflows From Financing Activities</b>		
Current Loans		(2,541,848)
<b>Net Cash Used in Financing Activities</b>		<b>(2,541,848)</b>
<b>Net Increase [Decrease] in Cash Held</b>		<b>2,065,967</b>
<b>Cash at the Beginning of the Period</b>		<b>589,151</b>
<b>Cash at the End of the Reporting Period</b>		<b>2,655,118</b>

These Financial Statements are to be read in conjunction with the notes forming to and part of the Financial Statements.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2018

## Note 1

### Statement of Accounting Policies

These Financial Statements are special purpose financial reports which have been prepared for distribution to the members of the Committee for the purpose of fulfilling management's accountability requirements. The organisation is a not-for-profit entity for financial reporting purposes.

The financial statements have also been prepared on the basis of historical costs and do not take into account changing money values or, except where specifically stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

To avoid under or over stating the financial performance of normal business operations, the operating statements have been prepared in a way that separates the revenues and expenditure in normal business activities from extra ordinary projects including government grants.

The following is a summary of the material accounting policies adopted in the preparation of the financial statements.

### a) Property, Plant and Equipment.

Property, Plant and Equipment are bought to account at cost or at independent or directors' valuation, less where applicable, any accumulated depreciation or amortisation.

Purchases of Property, Plant and Equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than the following asset thresholds which are expensed in the year of acquisition [other than where they form part of a group of similar items which are significant in total].

Buildings	\$5,000
Public Facilities	\$2,000
Plant and Equipment	\$2,000

The depreciable amounts of all fixed assets including buildings, and capitalised leased assets, but excluding those of intrinsic value to the Committee are depreciated over their useful lives to the entity commencing from the time that the asset is held for use.

Properties held for investment purposes are not subject to a depreciation charge. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The gain or loss on disposal of all fixed assets, including revalued assets, is determined as the difference between the carrying amount of the asset at the time of disposal and the proceeds of disposal, and is included in the operating result of the entity in the year of disposal.

The following table indicates the depreciation rates upon which depreciation charges are based:

Class of fixed asset	Depreciation method	Depreciation rate
Buildings	Prime Cost	2.5-20%
Public Facilities	Prime Cost	2.5-20%
Plant and Equipment	Prime Cost	5-20%
Office Equipment	Prime Cost	10-33%
Motor Vehicles	Prime Cost	10-15%

## b) Employee Entitlements

Provision is made for the liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within one year together with entitlements arising from wages and salaries, and annual leave which will be settled after one year, have been measured at their nominal amount.

Contributions are made by the company to an employee superannuation fund are charged as expenses when incurred.

## c) Revenue

Revenue from the performance of services is recognised upon the completion of services performed.

Revenues from government grants are brought to account in the year in which they are invoiced or received.

## d) Revaluations

Buildings and public facilities are carried at fair value, being revalued with sufficient frequency such that the carrying amount of each asset is not materially different, at reporting date, from its fair value.

Fair values for each class of asset are determined as shown below:

Buildings	Depreciated replacement cost
Public Facilities	Depreciated replacement cost

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through the profit and loss. Revaluation decrements for a class of assets are recognised directly through profit and loss except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

All valuations are conducted by an independent qualified valuer.

A revaluation of assets in Torquay, Lorne and Anglesea was undertaken in 2017/2018.

## e) Trade creditors

Trade Creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

## f) Taxation

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2018 CONTINUED

## Note 2

	2018 \$
<b>Cash</b>	
Cash at Bank	2,648,968
Cash on Hand	6,150
	<b>2,655,118</b>

## Note 3

	2018 \$
<b>Note 3</b>	
<b>Receivables</b>	
Trade Debtors	198,389
	<b>198,389</b>

## Note 4

	2018 \$
<b>Other</b>	
Prepayments	93,594
Beach Cleaning Accrual	100,000
	<b>193,594</b>

## Note 5

	2018 \$
<b>Property, Plant &amp; Equipment</b>	
Plant & Equipment	2,950,408
Office Equipment	310,704
Buildings	21,195,156
Public Facilities	20,879,958
Motor Vehicles	832,454
Less: Accumulated Depreciation	(7,445,187)
	<b>38,723,493</b>

## Note 6

	2018 \$
<b>Creditors</b>	
Trade Creditors	504,424
Misc. Unpresented Cheques	7,071
	<b>511,495</b>

## Note 7

	2018 \$
<b>Deposits in Advance</b>	
Reservation Deposits	1,148,168
Bonds	2,790
	<b>1,150,958</b>

## Note 8

	2018 \$
<b>Provisions</b>	
Provision Annual Leave	184,722
Provision Long Service Leave	173,833
Provision General	17,521
Provision Payroll Tax	[22,856]
Provision Payg	-
Provision Goods & Services Tax	-
Provision Water Rates	-
Provision Leases	676,042
Clearing – Superannuation	31,910
	<b>1,061,171</b>

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2018 CONTINUED

## Note 9

	2018 \$
<b>Loans</b>	
CBA Loan	
Cabins Torquay Caravan Park	18,351
	<b>18,351</b>

*Loan Security – Commonwealth Bank holds first ranking charge over 11 relocatable two bedroom cabins situated at Torquay Foreshore Caravan Park.*

## Note 10

	2018 \$
<b>Reserves</b>	
Asset Revaluation Reserve	17,016,816
	<b>17,016,816</b>
<b>Retained Earnings</b>	
Opening Balance	19,617,995
Current Year Earnings	2,393,809
<b>Balance as at the End of Period</b>	<b>22,011,804</b>

## Note 11

	2018 \$
<b>Cash Flow Reconciliation</b>	
Net Surplus	2,393,809
Depreciation	2,412,091
Loss on Disposal of Assets	(5,822)
(Increase)/Decrease in Net Receivables	203,022
(Increase)/Decrease in Other Assets	(9,835)
Increase/(Decrease) in Creditors	194,183
Increase/(Decrease) in Reservation Deposits	457,512
Increase/(Decrease) in Provisions	62,259
<b>Net Cash Used from Operating Activities</b>	<b>5,707,220</b>

## Note 12 Commitments and Contingencies

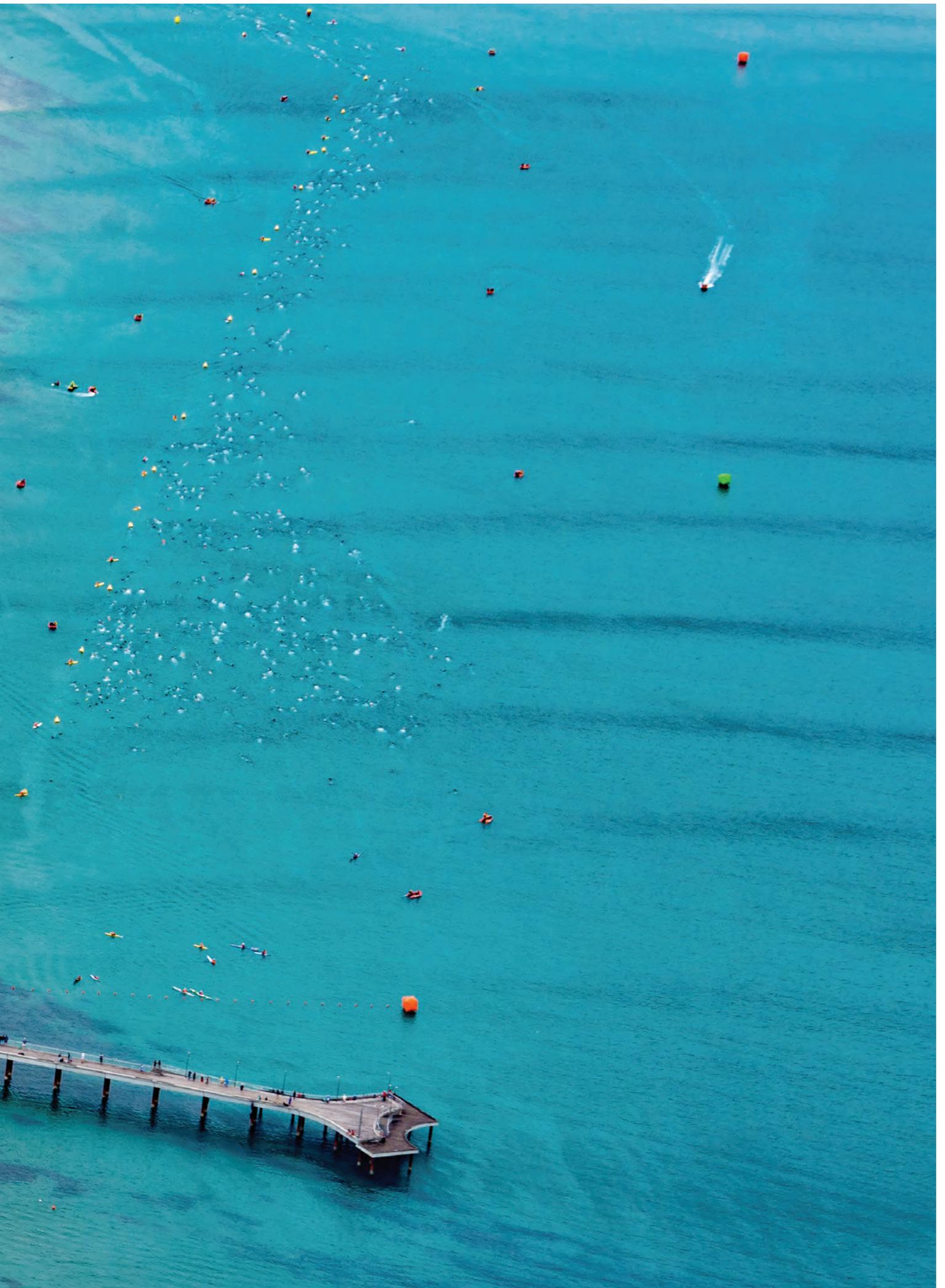
As part of the normal operations Great Ocean Road Coast Committee Inc enters into contracts which have been budgeted for and results in capital commitments.

There were no contingent liabilities at the financial year end.

## Note 13 Post balance date events

Since the end of the financial year, Great Ocean Road Coast Committee Inc is not aware of any matter or circumstance not otherwise dealt within the report that may significantly affect the operating results of operations or state of affairs of the Great Ocean Road Coast Committee Inc.





The Great Ocean Road Coast Committee respectfully acknowledges the original custodians of the coast, their rich culture, deep affinity with the land and spiritual connection with it.

Cover photo and many photos throughout were taken by Chris McConville.

Disclaimer: This Annual Report was prepared by the Great Ocean Road Coast Committee. This publication may be of assistance to you but the Great Ocean Road Coast Committee and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

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