



**ANNUAL REPORT**  
2018-19



Great Ocean Road  
Coast Committee





# WHO WE ARE

The Great Ocean Road Coast Committee is a State Government body responsible for protecting, enhancing and developing coastal Crown land from Point Impossible to Cumberland River.

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

All funds raised through our commercial endeavours are reinvested back into caring for the coast.

The Great Ocean Road Coast Committee acknowledge Victorian Traditional Owners and their Elders past and present as the original custodians of Victoria's land and waters and commit to genuinely partnering with them and Victoria's Aboriginal community to progress their aspirations.

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# WHAT WE DO

## Protect the coastal environment

The protection of the Great Ocean Road coastal environment is our highest priority. We work closely with dedicated environmental volunteers to actively protect and enhance the native biodiversity along the Great Ocean Road.

## Caravan park management

The Anglesea Family, Torquay Foreshore and Lorne Foreshore Caravan Parks generate the majority of our revenue. We are the single largest accommodation provider on the Great Ocean Road with over 525,000 visitor nights annually.

## Public facilities and foreshore infrastructure

We manage critical coastal and visitor infrastructure from the Port of Lorne, through to Point Impossible in Torquay. We build, maintain and upgrade facilities including toilet amenities, beach access points, car parks and boat ramps. We ensure the safety and enjoyment of coastal users, through leading beach clean ups, facility maintenance, and waste management.

## Environmental education

We educate the next generation of coastal protectors through our award-winning education program, equipping participants with the knowledge and skills to understand, respect and protect our coastal surroundings. We create positive relationships with a range of coastal users to help spread important environmental messages and build awareness of coastal values.

## Planning

We work with key stakeholders and government agencies to obtain consent for the use and development of the Crown land we manage. We are responsible for the development and implementation of several major projects and master plans, including the Coastal and Marine Management Plan.

## Community engagement

We engage and partner with a wide range of coastal users and stakeholders to achieve the best possible outcomes for the coast and the community. We work with local communities, volunteers, Traditional Owner groups and partner agencies to protect the natural and cultural values of the coast and communicate shared stories, goals and priorities.

## Licences, leases and permits

We permit and support over 200 events annually that contribute to the local community and economy. We issue permits and licences for foreshore activities, including weddings, filming/photography, personal training sessions, fun runs and surf schools. We also issue and manage leases for a range of coastal-dependent businesses, including the caravan park at Cumberland River and the Mantra Lorne.

## Working with others

We support and partner with local volunteer groups and provide coastal grants to fund initiatives that enhance the natural values of our coast. As a small organisation with a big job to do – and even bigger aspirations – we simply can't do it alone.

## Our funding model

We currently generate over \$14.4 million in direct revenue annually, all of which is reinvested back into the coast. The majority of our funding comes from the three Crown land caravan parks we manage. The remaining funds come from a range of sources including leases such as the Cumberland River Caravan Park, licence and permit fees, and fee-for-service delivery.

## OUR VISION

World-leading environmental protection and coastal experiences for all.

## Our 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.

## The coastline we manage

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

## Our roles and responsibilities

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

## Legislation

The new *Marine and Coastal Act* commenced on 1 August 2018. It 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.

## Our growth

Over the past decade, our operational budget has grown from \$3.3 million to over \$14.4 million per annum. Our capital spend, reinvested back into the coastline, has been over \$39 million.

## Awards and recognition in 2019

We were proud winners of the Communication Award for the public sector at the 2019 Australasian Reporting Awards (ARA) and also received an ARA Bronze Award for overall reporting excellence.



# OUR 2018-19 ACHIEVEMENTS

## ENVIRONMENTAL EDUCATION

**2,336**

students participated in our environmental education program

**160+** sessions across all programs

Students contributed **600+** hours of conservation work



Over 200 year 9 students participated in our Coast Guardians Program

Students planted over **1,900** trees



**1,585**

participants took part in 47 summer holiday activities spread across our three caravan parks

## CARAVAN PARK MANAGEMENT

**525,000+**

visitor nights

Achieved yearly revenue growth of 7.5% in casual camping



**11%** increase in revenue growth in off peak periods

Hosted **114** education groups



Over **1,800m** of new turf rolled out across all parks

Introduced new accommodation offerings and school camps package



Sold out our annual Guided Surf Coast Walk

## COASTAL RESERVES AND INFRASTRUCTURE

Successfully trialed an Accessible Beaches initiative in Lorne

Airlied a world-class staircase into place at Steps and Boobs in Jan Juc



Partnered with Surf Coast Shire to launch a beach patrol initiative

Completed the Lorne ANZAC Memorial Garden



Created an Asset Management Framework

Emptied approximately **20,000** bins

Cleaned approximately **2,000** toilet blocks



## CONSERVATION PROGRAM

**7,000+**

trees planted

Over **600** hours spent weeding broom and woody weeds in Queens Park

**1,600m** of rabbit proof fence erected



Attended 25 volunteer working bees

Point Impossible Shorebird Protection Zone was made permanent

Trained staff and volunteers in the use of drones to monitor the highly erodible Anglesea shoreline

**2**



hooded plover chicks successfully fledged

## PLANNING



Commenced and progressed several major projects and master plans:

- Anglesea Family Caravan Park Master Plan
- Taylor Park Master Plan
- Point Impossible to Jan Juc Master Plan
- Lorne Foreshore Master Plan
- Erskine Paddock Landscape Plan
- Queens Park Caravan Park Master Plan
- Point Grey – Lorne Redevelopment
- Coastal and Marine Management Plan.

**28**

submissions for *Marine and Coastal Act 2018* consent

**7**

planning applications submitted

Undertook an organisation wide Sustainability Audit

Developed organisational Tree Management Policy and Guidelines

Implemented the Queens Park signage project



## COMMUNITY ENGAGEMENT

**43,000+**

people reached through consultation social posts



**500+**

people attended consultation sessions

**15+**

community consultation sessions held



**18,000+** e-newsletter opens

**1,600+**

online surveys completed

**40+**

submissions from community groups and individuals



**3**

community grants to local groups provided

Sponsored several local events and community groups

Significantly grew our social media channel followers and e-newsletter subscribers

## REVENUE

We generated over

**\$14.4** million

in direct revenue, all of which was reinvested back into the coast

## LEASES AND LICENCES

Issued & managed:

**20**

Leases

**13**

Commercial Licences

**12**

Activity Operator Licences

## EVENTS AND PERMITS

Supported and permitted:

**80+** weddings

**20+** filming and photography



**200+** unique events



## MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER



### A year of listening, planning, and action for the coast

I am delighted and very proud to present the 2018-19 Annual Report for the Great Ocean Road Coast Committee (GORCC).

This Annual Report is a thorough reflection of a creative and productive year for GORCC. A strategic focus for us has been on our long-term planning in response to climate change, increased visitation and population, and ageing coastal infrastructure. With these challenges in mind, we have undertaken a program of master plan development along the coast, integrated with our Coastal and Marine Management Plan.

The past year has seen considerable progress on several of our master plans, including our:

- Anglesea Family Caravan Park Master Plan
- Taylor Park Master Plan
- Point Impossible to Jan Juc Master Plan
- Lorne Foreshore Master Plan
- Erskine Paddock Landscape Plan, and
- Queens Park Caravan Park Master Plan.

During this year we have successfully increased our camping and caravan park revenue in off peak periods by over 10%, increasing visitor nights to more than 525,000 across all three parks. GORCC is now the largest single accommodation provider on the Great Ocean Road. This means we have been able to invest more in crucial infrastructure projects and coastal reserves, enhance accommodation offerings in our caravan parks, and broaden our conservation and education programs.

We are committed to investing in climate change adaptation and have partnered with Deakin University to undertake a Coastal Scenario Planning Model which will allow us to test different scenarios of climate change impact as part of the Point Impossible to Jan Juc Master Plan development. Also, as part of the Victorian Coastal Monitoring Program, our staff and volunteers have been trained in the use of drones to monitor the highly erodible Point Roadknight and Demons Bluff shorelines in Anglesea. Both projects will allow us to provide our communities with information on longer-term impacts associated with climate change and support our decision making and adaptation planning.

Significant progress has been made on the Point Grey – Lorne Redevelopment in the past 12 months, with the project now in the final planning phase. We are working to have design, documentation, leasing, and grant funding completed and ready for construction to begin in the first half of 2021. We will continue to work closely with the Lorne Aquatic and Angling Club, the Committee for Lorne, and the broader Surf Coast community to deliver this visionary project.

Under the guidance of Wathaurong Aboriginal Corporation, we constructed a 1.6 kilometre long rabbit proof fence to disrupt rabbit activity in and around Whites Beach in Torquay. The fence forms part of our integrated rabbit control program developed to support and restore ecological processes and preserve the integrity of culturally sensitive sites. As a result, we were invited to present on the project at this year's Registered Aboriginal Party Forum.

In partnership with the Lorne Surf Life Saving Club and Life Saving Victoria, we trialled an Accessible Beaches initiative in Lorne, providing free access to a floating beach wheelchair, portable hoist, and 40 metres of accessible beach matting. A first for the Surf Coast, the trial was a great success and will be implemented again for the 2019-20 summer season.

In another first for the Surf Coast, a helicopter airlifted a new staircase into place at popular surf access point Steps and Boobs in Jan Juc. Following a detailed design process overseen by GORCC and geotechnical and coastal engineers, we now have a world-class structure, designed to be safer and withstand the predicted impacts of climate change. The project was funded by our capital works program and a \$60,000 grant from DELWP's Coastal Environments Grant Program.

We were also proud winners of the Communication Award for the public sector at the 2019 Australasian Reporting Awards (ARA) and received an ARA Award for overall reporting excellence.

Looking ahead to the 2019-20 financial year, we will continue to invest in projects that bring real benefits to the Great Ocean Road coast and its user groups. We are determined to provide world-leading environmental protection and coastal experiences for all, and I am excited about the challenges and opportunities 2019-20 offers us to pursue this vision.

I would like to conclude by thanking the Directors of the Great Ocean Road Coast Committee, our Executive, staff, and volunteers for their contribution and commitment over the past 12 months. I am greatly encouraged by the progress we have made and look forward to working to ensure an effective transition to the new Great Ocean Road Coast and Parks Authority in 2020.

It has been an honour to Chair the Board of such an important and passionate organisation, driven by dedicated and talented people.

**Ken Northwood, FAICD**  
Chairman

### Building a resilient and productive culture

We have achieved a great deal together over the past 12 months, in what can only be described as a mammoth 2018-19.

This report showcases the many ways in which we work with and support our partners and the community to deliver the best possible outcomes for the coast.

As a Crown land manager, our coastal challenges are increasing. We continue to face the demands of growing visitation, the impacts of climate change, ageing infrastructure, the need to protect natural habitats and increased community expectations. It is essential that we share these challenges with the Traditional Owners,

our partners and community so that we can prioritise our resources and investment back into caring for the coast from the revenue raised through our commercial operations.

We continue to seek new ways to engage with coastal users through traditional communication channels and our growing social media profile as well as via our education programs and of course, the daily conversations that each one of us have with customers, locals and visitors.

At the same time, we have strengthened our planning and governance with the introduction of a 10-year Long Term Financial Plan and Asset Management Framework and the development of our project management capability.

Our focus on leadership capability continues to build an organisational culture with an increased emphasis on solutions and improving individual and organisational performance. The staff worked together to develop a Statement of Purpose, values and behaviours; How we Work Together.

This is particularly important as the leadership team supports and prepares staff for a successful transition to the new Great Ocean Road Coast and Parks Authority in 2020.

Our staff culture survey showed the results of this focus, with an improvement of 30% in the following three areas:

- Staff have the tools to be productive
- GORCC is effectively managed
- Workplace information is shared effectively.

It is pleasing to see that 86% said they are treated with respect in their workplace and are proud to work for GORCC. Further discussions with staff about this survey feedback have resulted in actions on which we can build and improve these results, including increased internal communications, staff get-togethers and a greater investment in professional development and training.

This commitment to our strong and resilient culture supports our dedicated staff to be responsive to the needs of the community and provide best practice coastal management. Our people are our strongest asset and I applaud the energy and commitment they apply every day, which is reflected in our welcoming caravan parks and beautiful coastline.

I would like to thank our passionate volunteers, community groups, businesses and partner agencies who work tirelessly to protect the coast and enhance the work we do.

In closing, I would like to acknowledge and thank the Board for their dedication and commitment.

**Vanessa Schernickau, GAICD**  
Chief Executive Officer



## 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. Board members meet monthly to oversee and provide strategic direction to the organisation.



## BOARD CULTURE

### Standards of conduct

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

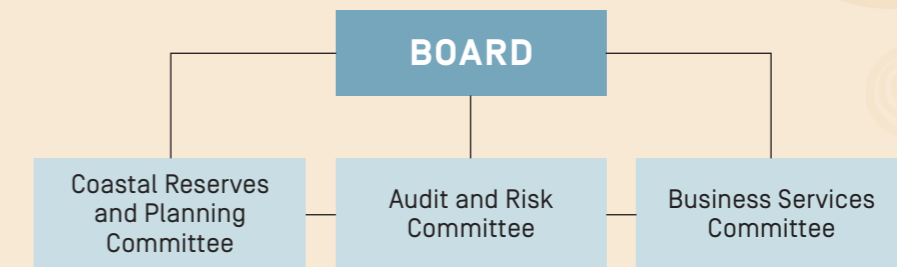
The Great Ocean Road Coast Committee's Director's Code of Conduct also complies with the public sector values and the general duties of 'directors' (Board members) in section 79 of the *Public Administration Act 2004*.

### Overarching duties, responsibilities and good practice

Board members have:

- acted consistently with the Great Ocean Road Coast Committee's functions and objectives
- made decisions in the public interest
- acted in accordance with the Great Ocean Road Coast Committee's accountability to the Minister
- ensured the Minister and the Secretary of DELWP are informed (via the DELWP Relationship Manager) of all known major risks to the effective operation of the Great Ocean Road Coast Committee, including emerging risks, and of the systems in place to address those risks
- 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.

## OVERVIEW OF THE BOARD



### Ken Northwood [Chair], FAICD

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

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

### Kylie Steel [Deputy Chair], GAICD

*Bachelor of Science (Honours), Graduate Certificate 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, Chair of Audit and Risk Committee

*Bachelor of Engineer (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, Chair of Business Services Committee

*Bachelor in 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 in 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 Chair of Coastal Reserves and Planning Committee

*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 manages significant capital projects.

### Jo Stevens

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

Jo is a Change Management Consultant, whose experience includes the design and delivery of major corporate change transformation programs 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: Paulina Ramos finished her service in November 2018.



# STATEMENT OF EXPECTATIONS

## CATEGORY 1 COASTAL COMMITTEES OF MANAGEMENT

### BARWON SOUTH WEST REGION

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

In 2018-19, we have fulfilled our functions in accordance with:

The *Crown Land (Reserves) Act 1978* and all other laws and obligations that bind our 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, and the Victorian Government's policies, priorities and objectives, including the Victorian Coastal Strategy 2014 and Victoria's Regional Statement.

#### Reporting on Priority Actions

##### Priority 1: Structure, Culture and Operational Focus

We maintain an organisational structure that is commensurate with the complexities of managing coastal and public Crown land and delivering policy objectives, while also retaining an operational focus. We adopt principles of good governance to manage the coastline while meeting community expectations of transparency, accountability and participation.

We adopted the VPS Staff Code of Conduct and introduced it to all staff in December 2018.

A policy hierarchy framework was adopted by the Board in July 2018 and all new/reviewed policies reflect DELWP/VPS model policies and guidelines. Strategic policies are monitored by our Audit and Risk Committee.

Our Strategic Risk Register is in line with the DELWP Risk Management Guidelines, and our Risk Management Policy is currently being reviewed to reflect DELWP guidelines.

##### Priority 2: Occupation of the Reserve

We have provided DELWP with a report on tenures, rental regimes, expiry and the program for renewal, along with this Annual Report. Our register of leases and licences is current, and all rental reviews are completed by a qualified independent valuer.

We are in regular contact with the DELWP Barwon South West team and observe internal protocols aligned with the VPS, including procurement and tender processes.

##### Priority 3: Use and Development of the Reserve

All applications submitted to DELWP for the development and use of our managed Crown land are consistent with:

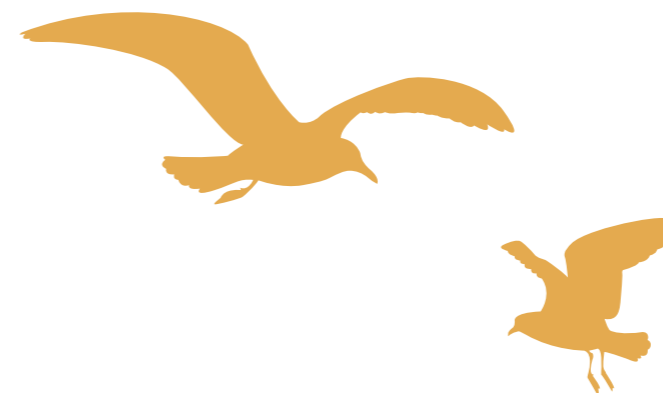
- *Coastal Management Act 1995* (now *Marine and Coastal Act 2018*) including Victorian Coastal Strategy 2014 and the approved 2013 Coastal Management Plan
- *Planning and Environment Act 1987*
- *Crown Land (Reserves) Act 1978*
- *Flora and Fauna Guarantee Act 1988*.

In 2018-19, we submitted 28 applications, in accordance with the *Marine and Coastal Act 2018*, to DELWP to obtain consent for the use or development of our managed Crown land. Consent is required for a range of new works, from the installation of dune fencing to larger projects such as:

- Point Grey – Lorne Redevelopment
- Replacement of access stairs at Steps/Boobs in Jan Juc
- Vehicle and pedestrian upgrades at Swing Bridge in Lorne
- Replacement of nine cabins at Torquay Foreshore Caravan Park
- Extension of the Torquay Foreshore Depot (within Torquay Foreshore Caravan Park).

We also sought consent for the development of Crown land by third parties, including:

- Rebuild of the Jan Juc Surf Life Saving Club
- Redevelopment of the Anglesea Surf Life Saving Club
- Renovations to the Anglesea Motor Yacht Club
- Installation of a Changing Places Facility in Anglesea
- Replacement of the Moggs Creek Bridge.



We undertook community engagement for the development of several projects in 2018-19, including:

- Anglesea Family Caravan Park Master Plan
- Taylor Park Master Plan
- Point Impossible to Jan Juc Master Plan
- Lorne Foreshore Master Plan
- Erskine Paddock Landscape Plan
- Point Grey – Lorne Redevelopment
- Accessible Beaches Trial in Lorne
- Changing Places Facility in Anglesea
- Beach Access Ramp in Anglesea
- Coastal and Marine Management Plan.

We utilised the pathways approach developed by the National Climate Change Adaptation Research Facility (NCCARF) to have informed conversations with the community regarding climate change and the impact of coastal hazards on:

- Beach Access Ramp in Anglesea
- Replacement of access stairs at Steps/Boobs in Jan Juc.

##### Priority 4: Coastal Management Plan

The *Marine and Coastal Act 2018* requires Crown land managers to prepare a Coastal and Marine Management Plan (CMMP) to direct the future local management of the marine and coastal environment.

We are currently developing our CMMP as per the requirements outlined in the DELWP Guide for the Preparation of Coastal Management Plans. Our CMMP establishes an integrated and coordinated approach to protecting and managing coastal Crown land and the adjacent marine environment over the next five years. It has been developed in consultation with, and is a direct response to, conversations with Traditional Owners, key stakeholders, and our community.

##### Priority 5: Community Engagement

All community engagement activities undertaken for our projects, including our master plans and the Point Grey – Lorne Redevelopment, is consistent with the Victorian Auditor General's Office Public Participation in Government Decision-making, DELWP's Community Charter and the DELWP 'Munganin Gadhaba' Aboriginal Inclusion Plan.

##### Priority 6: Communications Protocol

We are in regular contact with DELWP Barwon South West's media and communications team and inform them of all upcoming projects and media issues before they reach the public arena.

##### Priority 7: Annual Report

This Annual Report states how we are meeting the SoE, and we have incorporated the requirements of the SoE into our annual and strategic planning process.

##### Priority 8: Procurement

We have open and transparent policies in place for all procurement activities undertaken, including a robust and routine process to identify risk that the procurement poses to the Committee.

We are currently reviewing our procurement policies to ensure they are consistent with The Victorian Government Purchasing Board guidelines.

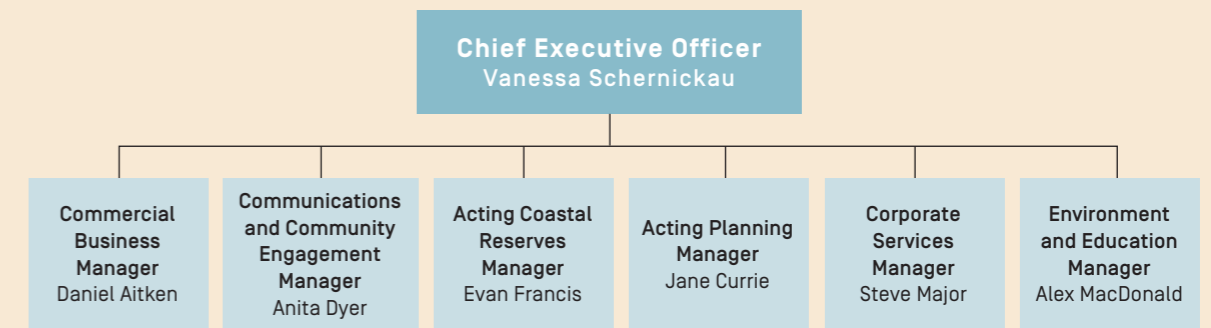
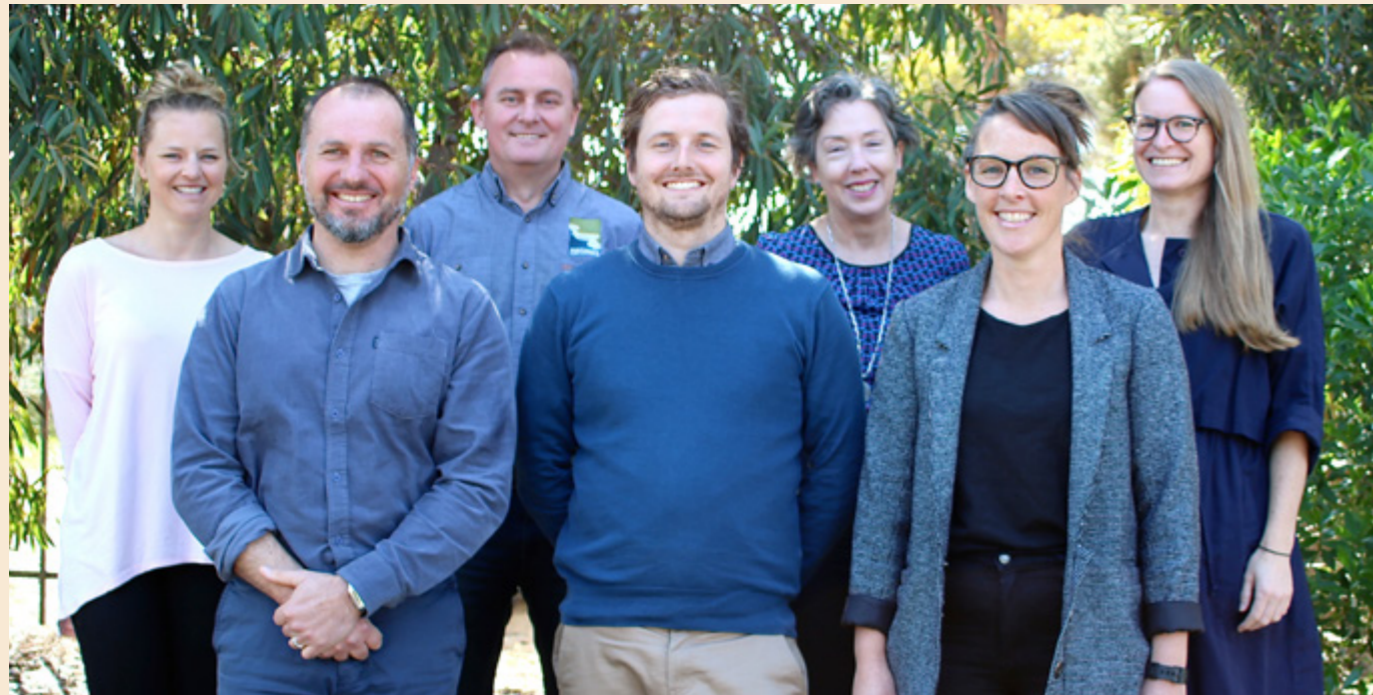
Our Strategic Risk Register is in line with the DELWP Risk Management Guidelines, and our Risk Management Policy is currently being reviewed to reflect DELWP guidelines.

##### Priority 9: Committee Policies and Guidelines

We are currently reviewing and updating all relevant policies to bring them in line with DELWP model policies. Our committee operates consistently with the guidance notes provided by DELWP and the Victorian Public Sector Commission.



## EXECUTIVE LEADERSHIP TEAM



## Our team brings together a diverse range of talents, skills and experience.

We work hard to protect the coast through our:

- Innovative caravan park management
- Environmental education programs
- Conservation projects
- Foreshore and infrastructure works
- Community engagement activities
- Strategic planning
- Financial operations.

### Vanessa Schernickau GAICD, Chief Executive Officer

Vanessa joined the Great Ocean Road Coast Committee as CEO in March 2018. Vanessa brings a wealth of business, local government, human resources, community development and Crown land management experience. Vanessa holds 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 joined the management team in January 2017. Daniel has more than 25 years' experience in the hospitality industry, running his own business and working for national and international businesses including Trusthouse Forte, the Hilton International and Park Plaza.

### Anita Dyer Communications and Community Engagement Manager

Anita joined the management team in December 2018. Anita brings a breadth of communications, stakeholder and project management experience, having recently worked with the Department of Premier and Cabinet, WorkSafe Victoria and Deakin University. She holds a Bachelor of Applied Science and a Master of Marketing.

### Evan Francis Acting Coastal Reserves Manager

Evan joined the Great Ocean Road Coast Committee's conservation team in 2012 and will be part of the leadership team until December 2019 in the absence of Caleb Hurrell. Evan has extensive experience in coastal environmental management and coastal land management. Evan holds a Bachelor of Commerce and a Diploma of Conservation and Land Management.

### Jane Currie Acting Planning Manager

Jane joined the Great Ocean Road Coast Committee in February 2019 and will be part of the leadership team until December 2019 in the absence of Katie Hart. Jane has previously worked with the Victorian and Local Government in environmental policy and planning and as an ecological consultant. Jane holds a Bachelor of Conservation Biology and Ecology, with an honours thesis in alpine ecology.

### Steve Major Corporate Services Manager

Steve joined the former Lorne Foreshore Committee of Management in 1999 before it amalgamated to become the Great Ocean Road Coast Committee in 2004. A member of CPA Australia, Steve has more than 25 years' experience in financial management.

### Alex MacDonald Environment and Education Manager

Alex joined the Great Ocean Road Coast Committee as Environmental Projects Coordinator in 2014 and is now the Education and Environment Manager. Alex has a background in environmental planning and communications and has previously held roles at the Department of Environment, Land, Water and Planning. Alex has an Advanced Diploma in Editing and Communications and a Diploma in Natural Resource Management.





## PARTNERS AND MEMBERSHIPS

We are proud members of:

- Anglesea, Aireys Inlet Society for the Protection of Flora and Fauna (ANGAIR)
- Great Ocean Road Regional Tourism (GORRT)
- Business and Tourism Anglesea (BATA)
- G21
- Geelong Chamber of Commerce
- VicParks
- Victorian Chamber of Commerce
- Victorian Tourism Industry Council (VTIC)
- Torquay Commerce & Tourism
- Top Parks
- Australian Coastal Council.

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

- Wadawurrung
- Eastern Maar
- Committee for Lorne
- Lorne Historical Society
- BirdLife Australia
- Corangamite Catchment Management Authority (CCMA)
- DELWP
- Lorne Business Tourism and Traders Association
- Festival of Performing Arts (FOPA)
- Parks Victoria
- Returned and Services League of Australia (RSL)
- Surf Coast Shire Council
- Life Saving Victoria
- Surfing Victoria.

And, countless environmental groups doing great work, including:

- Aireys Inlet District Association (AIDA)
- ANGAIR
- 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
- Otway Community Conservation Network (OCCN)
- Surfers Appreciating the Natural Environment (SANE)
- Surf Coast and Inland Plains Network (SCIPN)
- Surfriider Foundation Surf Coast
- Torquay Coast Action.



# PLANNING

## HIGHLIGHTS

- COMMENCED THE DEVELOPMENT OF SEVERAL MASTER PLANS, INCLUDING:
  - POINT IMPOSSIBLE TO JAN JUC MASTER PLAN
  - TAYLOR PARK MASTER PLAN
  - LORNE FORESHORE MASTER PLAN
  - ANGLESEA FAMILY CARAVAN PARK MASTER PLAN.
- COMMENCED WORK ON OUR NEW COASTAL AND MARINE MANAGEMENT PLAN
- COMPLETED 28 SUBMISSIONS FOR *MARINE AND COASTAL ACT 2018* CONSENT
- SUBMITTED SEVEN PLANNING APPLICATIONS WITH SURF COAST SHIRE COUNCIL
- PROGRESSED THE ERSKINE PADDOCK LANDSCAPE PLAN
- UNDERTOOK AN ORGANISATION WIDE SUSTAINABILITY AUDIT
- MADE SIGNIFICANT PROGRESS ON THE POINT GREY – LORNE REDEVELOPMENT
- DEVELOPED ORGANISATIONAL TREE MANAGEMENT POLICY AND GUIDELINES
- STARTED IMPLEMENTATION OF THE QUEENS PARK CARAVAN PARK MASTER PLAN
- IMPLEMENTED THE QUEENS PARK SIGNAGE PROJECT



Our planning team work alongside key stakeholders and government agencies to obtain consent for the use and development of the Crown land we manage. They are also responsible for the development and delivery of several major projects and master plans, including the Coastal and Marine Management Plan.



## COASTAL AND MARINE MANAGEMENT PLAN (CMMP)

We are currently developing our Coastal and Marine Management Plan (CMMP) to guide the work we do in protecting and managing coastal Crown land and the adjacent marine environment over the next five years.

Nine community consultation sessions were held across Lorne, Aireys Inlet, Anglesea and Torquay throughout January and February 2019 to gain feedback on the initial implementation plan.

### The key themes highlighted:

#### What do you love most about the 37 kilometres of coastline managed by the Great Ocean Road Coast Committee?

- Natural environment
- Native vegetation
- Open space
- Accessibility
- Hasn't been overdeveloped
- Cleanliness
- Walking tracks

#### What are the most important threats/challenges you think need to be addressed in the next 5 years?

- Litter
- Climate change
- Over-population
- Over-development
- Visitation pressure
- Erosion
- Dog laws
- Vegetation and dune protection
- Invasive animals and plants
- Parking

#### Where would you like to see us focus our efforts (both strategic and operational) in the next 5 years?

- Keep it natural
- Erosion
- Litter
- Plastic bag free
- Patrols on beach in partnership with local government
- Education
- Dogs
- Weed control
- Public facilities

## MASTER PLANS

Master plans provide the community with a dynamic blueprint for a 10 to 15 year period. They set the vision and principles to guide future use and development of an area to assist long-term planning and ensure adequate resourcing of the coastal and marine environment. Each master plan is informed by community and stakeholder feedback and is approved by DELWP. In 2018-19, we commenced several master plans, with community consultation taking place over summer and Easter.



### Point Impossible to Jan Juc Master Plan

The Point Impossible to Jan Juc Master Plan, accounting for approximately one third of our managed land, will provide the community with a vision and plan for the next 10 to 15 years. The new master plan will build on the Torquay Foreshore Master Plan and Management Plan (1998) and the Torquay Central Foreshore Concept Plan (2004) by using community and stakeholder feedback to identify future opportunities and actions to mitigate identified issues.

Community and stakeholder consultation over summer 2018-19 identified the importance of protecting the natural environment, limiting development on Crown land, education to reduce anti-social behaviour, and improvements to existing facilities such as grassed event areas, car parks, toilets and playgrounds.

On-ground improvements will commence in the 2020-21 financial year.

### Lorne Foreshore Master Plan

We are currently developing a new master plan for the Lorne Foreshore. The plan will identify works to improve the area and consider accessibility, use, and enjoyment, guiding management of the precinct over the next 10 to 15 years.

Following initial consultation over summer 2017-18, the project study area has been extended from just the central foreshore, to include the entire foreshore area bounded by Erskine River-Swing Bridge precinct, Mountjoy Parade and the Point Grey precinct.

Community and stakeholder consultation took place over summer 2018-19 to identify issues and opportunities, with the key themes highlighting the need to upgrade the Doug Stirling Walk, retain public open space, the need for new and upgraded facilities, and improving path connectivity and accessibility.

This feedback has helped inform the development and design of the draft master plan.

On-ground improvements will commence in the 2020-21 financial year.

### Taylor Park Master Plan

Taylor Park is an eleven-hectare area of green public open space in the centre of Torquay. The park is an important recreational and

community asset where the natural bushland character and wetlands provide habitat for local flora and fauna within a wider urban landscape. The Wadawurrung refer to the park as 'Djirnap' - place of the white cockatoo.

Community and stakeholder consultation during 2019 identified the importance of protecting the natural environment and habitat, interfacing the park with the adjacent Torquay town centre and Fishermans Beach, and upgrading existing facilities such as picnic areas, paths, lighting and signs.

The Torquay Bowls Club has a Crown land lease within the park and is investigating options to redevelop the club and greens. We will continue to work closely with the Bowls Club.

On-ground improvements will commence in 2019-20.

### Erskine Paddock Landscape Plan

Community and stakeholder feedback received over summer 2018-19 on the Erskine Paddock Landscape Plan concept identified the importance of open space used by families, especially children playing, the environmental landscape, accessibility and safety.

On-ground improvements will commence in 2019-20.

### Queens Park Caravan Park Master Plan

We are currently implementing actions from the Queens Park Caravan Park Master Plan. Works include:

- the restoration of the heritage listed Spotters Hut
- refurbishment of the camp kitchen and amenities block
- upgrades to the playground.

### Anglesea Family Caravan Park Master Plan

We commenced the development of the Anglesea Family Caravan Park Master Plan. Key themes identified from camper, community and stakeholder consultation included the importance of the natural environment and atmosphere and the need for new and improved facilities. The master plan will guide improvements to the park over the next 10 years.

On-ground improvements will commence in 2019-20.



## POINT GREY – LORNE REDEVELOPMENT



### Significant progress was made on the Point Grey – Lorne Redevelopment project in 2018-19.

The Point Grey – Lorne Redevelopment is one of the largest new public-space projects in the Surf Coast and along the Great Ocean Road. The redevelopment site is 1.7 hectares and will include a new public realm of 600sqm and lawn areas of 900sqm.

The redevelopment will create 30 construction and 14 hospitality jobs and be a significant multiplier for service and supply jobs.

Community consultation was undertaken from March – August 2018 to test elements of the winning design. Overall, the feedback was supportive of the design for the redevelopment and informed detailed design and planning submissions.

A local Creative Counsel was established in 2018 to tap into the wealth of knowledge regarding Lorne's history and culture. The Point Grey Creative, Heritage and Cultural Plan was commissioned as a result, with the aim to deliver creative, heritage and cultural components of the project as well as enable creative uses and activation of the site.

The Point Grey – Lorne Redevelopment is now in the final planning phase, with construction planned to begin in the first half of 2021. We will continue to work closely with the Lorne and Surf Coast community to deliver the project.

#### Key project points:

- Project priority of G21, Surf Coast Shire and Great Ocean Road Regional Tourism.
- A Federal government commitment of \$8 million to the project through the Geelong City Deal was announced in October 2018, including \$900,000 to the Lorne Aquatic and Angling Club (LAAC) to redevelop their Club House.
- Concept designs were presented to the Office of the Victorian Government Architect for peer review and feedback in October 2018.
- Concept and detailed design were completed and submitted to DELWP and Surf Coast Shire Council in November 2018 for planning approval.
- A voluntary Cultural Heritage Management Plan was submitted to Aboriginal Victoria in November 2018.



#### Innovative Coastal Scenario Planning – new ways of engaging

Using the area between Point Impossible to Jan Juc as a pilot, we have started work with Deakin University to collate high-resolution satellite data and data layers on:

- Built form
- Vegetation
- Topography
- Coastline
- A digital terrain model inclusive of land use, environmental factors, climate, open source data and geodemographic classification data.

The aim of the project is to better understand and communicate how the landscape and social, cultural and environmental attributes may change under different scenarios. Virtual reality will allow the community to experience a feeling of 'place' when testing different scenarios.

#### Point Roadknight erosion adaptation – challenges of climate change

We are implementing erosion adaptation options at Point Roadknight in Anglesea where coastal processes are eroding the shoreline and cliff. This area of erosion is creating a pinch point which will eventually impact access to the beach via the ramp. The car park precinct is also located within a significant Aboriginal site and the erosion is resulting in the loss of middens.

We are collecting data related to shoreline recession and erosion. Material will be collected and analysed by the Wadawurrung. All data collection will inform the development of long-term adaptation options, with the options to be presented to the community for feedback in 2020.

#### Sustainability Project

To demonstrate our commitment to taking a lead role in embedding sustainability performance initiatives and proactively promoting sustainability within the wider community context, we undertook a whole of business Sustainability Project.

The project scope included an initial sustainability audit, an important first step in understanding our resource use, in an effort to populate an Action Plan which will transition identified issues and opportunities into tangible actions.

Complementing these core actions is the production of a sustainability policy and the development of a staff focused monitoring protocol which will be undertaken annually to measure and benchmark our performance and refine our Action Plan.

#### Tree Management Project

In 2018-19, we undertook an organisation wide Tree Management Project, including the development of a Tree Management policy and associated practical guidelines. The collective aim of the project is to document the management practices required to retain, maintain and enhance tree populations through specifically addressing three core actions pertinent to our operational and strategic planning framework:

- Tree risk management
- Tree maintenance
- Tree replacement and planting of new trees.

Overall, our policy provides the strategic framework for a transparent and consistent approach to the management of all trees within our managed Crown land reserves, while the guidelines direct staff in the day to day management of trees under their care through transitioning the policy into an on-ground operational roadmap.



#### Queens Park signage project

In partnership with Friends of Queens Park, we completed stage two of the Queens Park signage project in 2018-19, including the installation of 17 signs to augment visitor experience and safety. The mixture of directional and interpretative signs complements the suite of proposed and undertaken park upgrades by highlighting its diverse natural assets and rich history.





# NATURAL ENVIRONMENT PROTECTION

## HIGHLIGHTS

- PLANTED MORE THAN 7,000 TREES
- SPENT OVER 600 HOURS WEEDING BROOM AND WOODY WEEDS IN QUEENS PARK
- ERECTED 1.6 KILOMETRES OF RABBIT PROOF FENCE IN TORQUAY
- ATTENDED 25 VOLUNTEER WORKING BEES
- TRAINED STAFF AND VOLUNTEERS IN THE USE OF DRONES TO MONITOR THE HIGHLY ERODIBLE ANGLESEA SHORELINE
- THE SUCCESSFUL POINT IMPOSSIBLE SHOREBIRD PROTECTION ZONE TRIAL WAS MADE PERMANENT
- OVERSAW THE SUCCESSFUL FLEDGING OF TWO HOODED PLOVER CHICKS

The protection of the Great Ocean Road coastal environment is our highest priority. Our conservation team works closely with dedicated environmental volunteers to actively protect and enhance the native biodiversity along the Great Ocean Road.

Our intensive conservation efforts continued in 2018-19 with the support of volunteers, school groups and corporate groups.

### Hooded plover protection

- Two hooded plover chicks successfully fledged on our stretch of coastline in 2018-19
- An exclusion zone was introduced at Moggs Creek for the first time and saw one chick fully fledge. This was complimented with joint weekly patrols from December to April with Surf Coast Shire Council
- Our team spent two hours every day for five weeks wardening breeding sites with the Friends of the Hooded Plover Surf Coast and talking to and educating locals and visitors.

### Planting

- Started works with new volunteer group Friends of Cosy Corner and planted more than 800 plants
- Point Danger revegetation works began – over 750 plants planted
- Planted 700+ plants at the Spring Creek estuary mouth
- 3,500+ trees were planted throughout Torquay at Point Danger, Cosy Corner, Fishermans Beach, Jan Juc and Rocky Point.

### Weeding

- Over 600+ hours spent weeding broom and woody weeds in Queens Park, equating to approximately 28 acres
- Trialled the use of Slasher organic herbicide on broom weeds in Queens Park, with 80% success rate
- Anglesea woodland: in 2017-18 weeding took 140 hours, in 2018-19 weeding was down to 85 hours, indicating implementation of effective and thorough techniques which are now resulting in less weed re-establishment
- 100+ hours spent weeding Painkalac Creek
- Removed all exotic woody weeds in the Stony Creek to Two Fat Ladies Management Zone
- Doug Stirling Track is now 99% woody weed free and other weeds including blackberry and watsonia have been significantly knocked back
- Successful trial steaming of blue periwinkle is onto its second round of treatment
- Targeted the large blackberry populations at St George River and successfully reduced them, with some areas showing the complete demise of the weed
- 84+ hours spent removing willow wattle at the Anglesea Woodland.



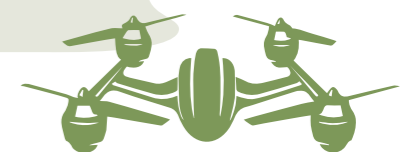
### Victorian Coastal Monitoring Program with Deakin University

As part of the Victorian Coastal Monitoring Program with Deakin University, staff and volunteers were trained in the use of drones to monitor the highly erodible Point Roadknight and Demons Bluff shoreline in Anglesea.

Data is being collected on:

- the change in height, extent and volume of sediment on beaches and shoreline
- the sediment dynamics in the adjoining sub-tidal waters using a variety of remote sensing imagery techniques and sediment sampling.

The approach allows fast assessment of changes in the volume, height and extent of sediment and other features. As a result, we will be able to provide the community with information on expected longer-term impacts associated with climate change and support our decision making and adaptation planning.







### Rabbit proof fence

Under the guidance of Wadawurrung, a 1.6 kilometre rabbit proof fence was constructed to disrupt rabbit activity in and around Whites Beach in Torquay.

The fence forms part of our integrated rabbit control program developed to support and restore ecological processes and preserve the integrity of culturally sensitive sites. Key project learnings were presented at this year's Registered Aboriginal Party Forum in Ballarat.

A win for environmental and cultural heritage conservation, we look forward to working in close partnership with, and learning from, our Traditional Owners.



### Cosy Corner works

Cosy Corner is a beloved quiet spot for families and swimmers to visit in Torquay. Being such a popular spot, Cosy Corner has unfortunately also suffered from increased human pressures.

To help give the sheltered cove the extra TLC it deserves, a group of regular swimmers started a volunteer group called Friends of Cosy Corner.

With the help of Friends of Cosy Corner, our conservation team planted more than 800 native plants at Cosy Corner in Spring 2018. In 2019, another 1,000 indigenous species, such as moonah, will be planted along the bank towards Point Danger.

**800+**  
native plants  
planted by friends  
of cosy corner



### Pest Management

- 1.6 kilometres of rabbit proof fence erected in Torquay
- Fumigation of over 475 warrens from Point Impossible to Fishermans Beach in Torquay
- Several rabbit and fox control initiatives carried out
- Partnered with Surf Coast Shire and The Sands Torquay Golf Course to coordinate pest control management efforts.

### Education and volunteer partnerships

- Over 250 hours spent supporting the education team to deliver practical environmental conservation sessions
- 45+ hours spent with Conservation Volunteers Australia California crew weeding Lorne and Aireys Inlet
- Attended 25 volunteer working bees, including Friends of Cosy Corner, Friends of Taylor Park, Torquay Coast Action, Jan Juc Coast Action, Friends of Aireys Inlet and LorneCare.

### Stopping litter in its tracks

Our conservation team undertook works to address an overgrown drain at Torquay's back beach, emptying into the sea near Voss' car park. Conservation worker Scott Hives set about designing an innovative solution to prevent rubbish flowing into the sea.

His first infrastructure design project, Scott carefully considered the site and came up with a design that is sympathetic to the environment but effectively captures waste. With the help of a civil engineer, Scott's waste trap design did not require digging to construct, is easy to empty, and handles a lot more waste than is anticipated to flow through the site.

The waste trap system has already made a big difference to the amount of litter flowing out to sea in this area, and it is hoped that the design may be replicated at other coastal sites around Australia to help stem the flow of waste from storm-water drains to our precious waterways.



### Point Impossible Shorebird Protection Zone

Following a successful one-year trial of a dog on lead zone at Point Impossible, the zone was made permanent in 2019. The protection zone was introduced following a community petition in 2017 calling for the protection of the critical shorebird site at Point Impossible.

The site is important to migratory shorebirds from around the world as well as to our own threatened hooded plovers. Other known species of bird that use the beach as a feeding and resting area are red capped plovers, double banded plovers, cormorants, terns and red necked stints.

With support from Surf Coast Shire Council, the Shorebird Protection Zone aims to reduce the impact of dogs, horses and humans on shorebird habitat while educating the community on shorebird conservation and dune ecosystems.







# COASTAL INVESTMENT AND MAINTENANCE

## HIGHLIGHTS

- AIRLIFTED A NEW WORLD-CLASS STAIRCASE INTO PLACE AT STEPS AND BOOBS IN JAN JUC
- COMPLETED THE LORNE ANZAC MEMORIAL GARDEN
- SUCCESSFULLY TRIALLED AN ACCESSIBLE BEACHES INITIATIVE IN LORNE
- CREATED AN ASSET MANAGEMENT FRAMEWORK
- PARTNERED WITH SURF COAST SHIRE TO LAUNCH A BEACH PATROL INITIATIVE

Our Coastal Reserves team manage critical coastal and visitor infrastructure from the Port of Lorne, through to Point Impossible in Torquay. Our team build, maintain and upgrade facilities including toilet amenities, beach access points, car parks and boat ramps.

Our outdoor rangers ensure the safety and enjoyment of coastal users, through leading beach clean ups, facility maintenance, and waste management.

As a Crown land manager, our coastal challenges are increasing.

These include:

- the demands of increased visitation
- the impacts of climate change
- the need to protect natural habitats
- ageing coastal infrastructure
- sustainable funding models
- meeting increased community expectations.

## SNAPSHOT OF OUR COASTAL RESERVES

**31**  
BBQs

**26**  
amenity blocks

**6** playgrounds

**29** car parks

**162**  
BINS

55 beach access points

**25**  
staircases

**14**  
outdoor showers

In 2018-19, our staff and contractors:

Emptied approximately  
**20,000** bins

Cleaned approximately  
**2,000** toilet blocks



## Staircase replacement at Steps and Boobs in Jan Juc

In a first for the Surf Coast, a helicopter airlifted a new staircase into place at popular surf access point Steps and Boobs in Jan Juc in June 2019.

Following a detailed design process overseen by the Great Ocean Road Coast Committee and geotechnical and coastal engineers, works to demolish, construct and install the new staircase at Steps and Boobs in Jan Juc are now complete.

The works are a result of storm damage that occurred in 2017. In response, the lower tier replacement was constructed using reinforced materials and non-slip fibre treads, designed to be safer and withstand the predicted impacts of climate change.

The project was funded by our capital works program and a \$60,000 grant from DELWP's Coastal Environments Grant Program.



## Plastic Wise events

With over 200 events held on our managed land each year, one way we're helping to do our part is by ensuring each event held on the Surf Coast is Plastic Wise.

In partnership with our friends at Surf Coast Shire, the Plastic Wise policy requires event organisers to reduce and eliminate the use and sale of single-use items such as plastic bags, plastic cutlery and food packaging and plastic water bottles.



## Accessible Beaches trial in Lorne

In partnership with Lorne Surf Life Saving Club and Life Saving Victoria, we trialled an Accessible Beaches initiative in Lorne during February and March. As part of a six-week trial, free access to a floating beach wheelchair, portable hoist and 40 metres of accessible beach matting was provided.

A first for the Surf Coast, the trial was a great success and will be implemented again for the 2019-20 summer season.

## Completion of Lorne Anzac Memorial and Garden

Working closely with the Lorne RSL, the project included paving, installation of bluestone plinths with commemorative plaques, curved stone seating and the planting of an indigenous garden and a Lone Pine memorial tree. The Anzac Memorial was completed just in time for the 2018 Remembrance Day services.

## Asset Management Framework

To allow us to better map and manage our assets, we are applying Victoria's Asset Management Accountability Framework. This work has commenced with an audit of all coastal assets. The ongoing program of works includes:

- assessing coastal inundation and erosion risks
- documenting analysis and decisions that assessments involve
- using risk information to target asset management and funding priorities
- using available information to regularly review risks and monitor risk ratings
- introducing triggers and monitoring to asset management and climate change activities.

## New dune fencing at Eastern View

To help stabilise and protect the coastal dunes at Eastern View we installed new beach fencing. The fencing will help keep people off the fragile dunes and protect the beach from erosion.

## Events supported and permitted in 2018-19:

- 200+ unique events
- 80+ weddings
- 20+ filming and photography permits.



## Beach patrol initiative with Surf Coast Shire Council

In a new initiative with Surf Coast Shire, we trialled an all-terrain vehicle to patrol beaches on the Surf Coast. Our rangers focussed on public safety, observation of dog and horse regulations, litter control, protection of dunes and vegetation, illegal camping and wildlife offences. We will work with Council to continue this important work over summer 2019-20.





# COMMUNITY ENGAGEMENT

## HIGHLIGHTS

- PROVIDED THREE COMMUNITY GRANTS TO LOCAL GROUPS
- SPONSORED SEVERAL LOCAL EVENTS AND COMMUNITY GROUPS
- HELD 15 COMMUNITY CONSULTATION SESSIONS AND HAD OVER 500 PEOPLE ATTEND
- REACHED 43,000+ PEOPLE THROUGH SOCIAL MEDIA POSTS
- HAD 1,600 PEOPLE COMPLETE ONLINE SURVEYS
- RECEIVED 40+ SUBMISSIONS FROM COMMUNITY GROUPS AND INDIVIDUALS

Our Communications and Community Engagement team engage and partner with a wide range of coastal users and stakeholders to achieve the best possible outcomes for the coast and the community.

We work with local communities, volunteers, Traditional Owner groups and partner agencies to protect the natural and cultural values of the coast and communicate shared stories, goals and priorities.

## COMMUNITY GRANTS

### Coastal Grants Program

Each year, we dedicate funds for community-led projects that enhance the natural values of the 37 kilometres of coastal Crown land under our management between Torquay and Lorne.

The grants aim to support the work of environmental volunteers and community groups who play an integral role in enhancing the work we do. These groups do amazing work to preserve and protect our environment along the Great Ocean Road, with their work benefiting the entire community.

Previous grants have funded a diverse range of projects, from the refurbishing of historic anchors, to the revegetation of coastal habitats at degraded coastal sites.

### 2019 Grant recipients

Jan Juc Coast Action, St Therese Catholic Primary School and Torquay and District Historical Society all received funding from our 2019 grant round to support their work in caring for our coast.

Jan Juc Coast Action's project will illustrate volunteer driven environmental change on the Jan Juc clifftop through a series of four signs highlighting the previous state of the degraded landscape prior to the group's environmental restoration efforts. The signs will be placed in locations that show the direct impact volunteer efforts have had on creating substantial positive environmental change on the clifftop, increasing visitor value and understanding of the ecological values.

St Therese Catholic Primary School's project 'Creating a community of leaders: Out and About goes public' aims to connect school and community in the common purpose of caring for the environment and building a more sustainable future. Funding will help contribute to building on the current successful Out and About program and opening it up to additional schools and the general public.

Torquay and District Historical Society, through their historical signs project, will produce and erect signs on historic sites in Torquay. The project aims to educate local residents, school children and visitors on what Torquay was like from the late 1800s to the mid 1900s. Funding will help produce the signs and a brochure to promote the history walk.

### ANGAIR'S 50th Anniversary

In recognition of the significant contribution by the Anglesea, Aireys Inlet Society for the Protection of Flora and Fauna (ANGAIR) to our coast, we awarded them with a special grant as part of their 50th Anniversary celebrations. The grant will be used to develop their strategic plan and ensure their ongoing sustainability.





## SNAPSHOT OF COMMUNITY CONSULTATION IN 2018-19



**3,500+**

visits to website  
consultation pages



**15+** consultation  
sessions held

**18,000+**  
e-newsletter opens

**43,000+**

people reached through  
social posts



**500+**

people attended  
consultation sessions



**1,600+**

online surveys completed

**40+**

submissions from  
community groups  
and individuals



### Community consultation

In 2018-19 we consulted on several projects and master plans, including:

- Anglesea Family Caravan Park Master Plan
- Taylor Park Master Plan
- Point Impossible to Jan Juc Master Plan
- Lorne Foreshore Master Plan
- Erskine Paddock Landscape Plan
- Point Grey – Lorne Redevelopment
- Coastal and Marine Management Plan.

This was done through a mix of community consultation sessions, community and stakeholder reference group meetings, presentations to community groups and partner agencies, meetings with Traditional Owner groups, and one-on-one meetings with community members and stakeholders.

### Community sponsorship

We sponsored a number of local events and community groups in 2018-19, including:

- ANZAC Memorial Service – Torquay and Lorne
- Festival of Performing Arts (FOPA) in Lorne
- Lorne Historical Society
- Kids Adventure Outdoors Anglesea (KAOS)
- Pier to Pub in Lorne
- Anglesea Roo Run
- ANGAIR's 50th Anniversary.

### Fishy Tales

Our team worked hard to convert the former Lorne Fishing Cooperative into a community space – the Lorne Historical Society's exhibition 'Fishy Tales', showcasing the history of the fishing industry in Lorne, was the first public display to open in the building. This space will now be available to other community organisations for displays and exhibitions.

### Communications

We promote our community engagement activities and the work we do through:

- E-newsletters
- Media releases
- Social media posts
- Website
- Fact sheets
- FAQs
- Blog posts
- Signage.

## GETTING THE MESSAGE OUT THERE

Our social media channel followers and e-newsletter subscribers grew significantly in 2018-19:

WE NOW HAVE

**14,000+**

followers on our Facebook, Twitter  
and Instagram accounts for:

- Great Ocean Road Coast Committee
- Anglesea Family Caravan Park
- Lorne Foreshore Caravan Park
- Torquay Foreshore Caravan Park.

WE NOW HAVE

**29,000+**

subscribers to our e-newsletters:

- Great Ocean Road Coast News
- Volunteer News
- Anglesea Family Caravan Park Update
- Lorne Foreshore Caravan Park Update
- Torquay Foreshore Caravan Park Update.



The backbone of our conservation efforts continues to be environmental volunteers, with around fifteen groups working directly on our managed land.

## VOLUNTEERS

In 2018-19:

- Our staff attended 25 volunteer working bees
- We had a number of volunteers and school groups work with us
- Our partnership with LorneCare has resulted in the Doug Stirling track now being 99% woody weed free
- Over 50 volunteers helped us out for Clean Up Australia Day at Point Roadknight in Anglesea
- Conservation Volunteers Australia (CVA) helped us remove all exotic woody weeds in the Stony Creek to Two Fat Ladies Management Zone – this took 2.5 days, 3 contractors, our entire conservation team and a team of approximately 10 CVA volunteers. Six full trucks of mulch were created and went onto new revegetation sites
- As part of a DELWP grant, our team have been working with LorneCare to deliver over \$40,000 of works on the Doug Stirling and Bert Alsop tracks
- Rip Curl dedicated staff to help out our conservation team.



### Rip Curl pitches in

A big thank you to our friends at Rip Curl for their help planting, mulching and weeding for Rip Curl Planet Day. Rip Curl's staff pitched in to help make a difference with our conservation team at Taylor Park and Deep Creek in Torquay. This was the 19th year the team have been running Planet Day – a great effort and help along our beautiful coastline.

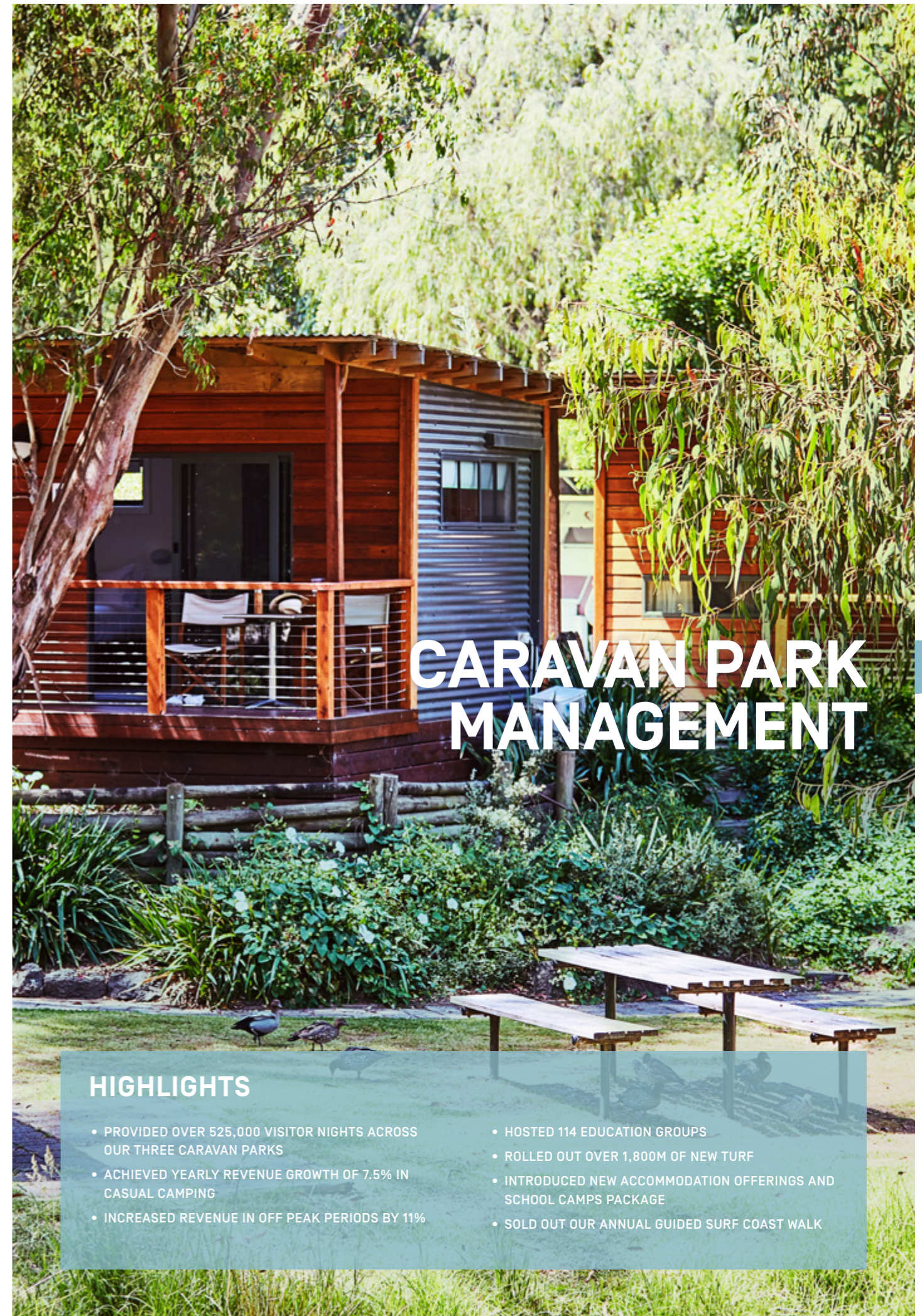
### Clean Up Australia Day

The community came together to collect rubbish for our Clean Up Australia Day event in March at Point Roadknight in Anglesea. Over 50 volunteers participated on the day, helping collect 20 large bags of rubbish, including hundreds of cigarette butts, bottles, cans, and even two car batteries.



### Lending a helping hand

A big thank you to Conservation Volunteers Australia and the California Conservation Corps (CCC) for their hard work at Queens Park in Lorne. On exchange in Australia for 8 weeks, the CCC volunteers were a huge help to our conservation team in removing cape broom from the park. The beginning of a great partnership, we look forward to welcoming them to the Great Ocean Road again soon.



# CARAVAN PARK MANAGEMENT

## HIGHLIGHTS

- PROVIDED OVER 525,000 VISITOR NIGHTS ACROSS OUR THREE CARAVAN PARKS
- ACHIEVED YEARLY REVENUE GROWTH OF 7.5% IN CASUAL CAMPING
- INCREASED REVENUE IN OFF PEAK PERIODS BY 11%
- HOSTED 114 EDUCATION GROUPS
- ROLLED OUT OVER 1,800M OF NEW TURF
- INTRODUCED NEW ACCOMMODATION OFFERINGS AND SCHOOL CAMPS PACKAGE
- SOLD OUT OUR ANNUAL GUIDED SURF COAST WALK



The Anglesea Family, Torquay Foreshore and Lorne Foreshore Caravan Parks generate the majority of our revenue. We are the single largest accommodation provider on the Great Ocean Road with over 525,000 visitor nights annually.

Situated adjacent to some of the most spectacular beaches on the coast, our caravan parks offer a range of accommodation options for families, tourists and visitors.



### Torquay Foreshore Caravan Park

Our 2018-19 initiatives included:

- Three new pods to diversify our accommodation offering
- Nine new cabins
- Refurbishment of six amenity blocks
- Development of new kiosk in reception
- Hosted Big Red Kidney Bus for four weeks
- Hosted 'The Block' contestants.



### Lorne Foreshore Caravan Park

Our 2018-19 initiatives included:

- Held our annual Glamping Fiesta over the Queen's Birthday Long Weekend
- Introduced a new eco safari tent
- Commenced refurbishment of Spotters Hut at Queens Park.



### Anglesea Family Caravan Park

Our 2018-19 initiatives included:

- Commenced the development of the Anglesea Family Caravan Park Master Plan, including community consultation over summer and Easter 2019
- Installed shade sails above the jumping cushion.

## CARAVAN PARK MANAGEMENT

**525,000+**  
visitor nights

Achieved yearly revenue growth of 7.5% in casual camping

**11%**  
increase in revenue growth in off peak periods

Successfully sold out our annual Guided Surf Coast Walk



Hosted **114** education groups

**Over 1,800m** of new turf rolled out across all parks

Introduced new accommodation offerings and school camps package

**144** entries in our Pod Promotion competition

Joined up over 2,000 members to G'Day Rewards program

Reached 25,000 e-newsletter subscribers across three parks



### Across all parks

- Introduced school camps package.
- Produced promotional videos for each park.
- Ran a full suite of summer entertainment and education activities for campers.
- Anglesea and Lorne joined Top Parks marketing consortium.
- Implemented accommodation and activity packages with local businesses across all three parks.
- Successfully sold out our annual Guided Surf Coast Walk.
- Employed additional staff, including a horticulturalist to work across all caravan parks, to increase our level of service and amenities and respond to increased visitation.

### Leases and licences

We manage 20 leases, including restaurants, sailing clubs and kiosks, and 20 licences, including surf schools, food vans and markets. Revenue from these operations is reinvested back into the coast and community.

### The Big Red Kidney Bus

The Big Red Kidney Bus made the Torquay Foreshore Caravan Park its home for four weeks, making holidays possible for people on dialysis.

The bus enabled people living with kidney disease to receive life-saving haemodialysis treatment while holidaying in Torquay.

Kidney Health Australia's award-winning Big Red Kidney Bus program operates with clinical partners in Victoria and New South Wales, and we are thrilled it will be returning in 2020.



### Guided Surf Coast Walk

For the second year running, we partnered with Traditional Owners the Wadawurrung to provide a unique coastal experience - the Guided Surf Coast Walk.

It is the only tour of its kind - Corrina Eccles, a Wadawurrung woman, led participants on a three day guided walk from Point Impossible to Aireys Inlet, sharing cultural knowledge and stories of Wadawurrung Country and the Aboriginal heritage along the Surf Coast.

The Guided Surf Coast Walk is an innovative tour that embraces cultural values, stories and coastal experiences.





# ENVIRONMENTAL EDUCATION

## HIGHLIGHTS

- TAUGHT 2,336 STUDENTS THROUGH OUR ENVIRONMENTAL EDUCATION PROGRAM
- HELD 106 SESSIONS ACROSS ALL PROGRAMS
- WORKED WITH PARTICIPANTS TO CONTRIBUTE OVER 600 HOURS OF CONSERVATION WORK
- HAD OVER 200 YEAR 9 STUDENTS PARTICIPATE IN OUR COAST GUARDIANS PROGRAM
- WORKED WITH STUDENTS TO PLANT OVER 1,900 TREES
- HOSTED 47 SUMMER HOLIDAY ACTIVITIES IN OUR CARAVAN PARKS WITH 1,585 PARTICIPANTS

We educate the next generation of coastal protectors through our award-winning education program, equipping participants with the knowledge and skills to understand, respect and protect our coastal surroundings. We create positive relationships with a range of coastal users to help spread important environmental messages and build awareness of coastal values.

Our management area is rich with various habitats and environments, each providing separate and valuable educational opportunities for students.



## ENVIRONMENTAL EDUCATION PROGRAM

With large group bookings from schools including Clairvaux Primary, Mt Duneed Primary, Bellbrae Primary, Torquay College, Grovedale Secondary, Copperfield College, Covenant College and Saint Ignatius College Geelong, all hands were on deck to deliver our Environmental Education Program in 2018-19.

Over 2,336 students from local and visiting schools participated in 106 sessions and contributed 535 hours of conservation work, including removing invasive weeds and planting over 700 indigenous species.

Over the course of just a few weeks, year 8 students from Mackillop College removed thousands of the invasive Coast Tea-tree (*Leptospermum laevigatum*) and West Australian Bluebell Creeper (*Billardiera heterophylla*) at Moggs Creek. This proved a very productive partnership between our students, Parks Victoria and Friends of Eastern Otways.

Topics and outcomes were tailored to the age and curriculum requirement of different groups and included:

- 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
- 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.



## COAST GUARDIANS PROGRAM

Another successful year of our Coast Guardians Program saw:

- Over 200 year 9 students from Lorne P-12 College, Northern Bay College, Geelong Lutheran College, Surf Coast Secondary College and Sacred Heart College participated
- Conservation work totalling 82 hours at multiple sites along the Surf Coast, with activities including rubbish removal, weed removal, mulching and tree planting
- Over 1,200 trees planted
- Over 80 hours of environmental lessons, covering sessions on ecosystems, biodiversity, flora and fauna ID and habitats, pest plants and animals, adaptations, bird ID and monitoring, intertidal studies, beach processes, marine debris, indigenous peoples use of the coast, coastal management and planning, threatened species, human impacts on the coast, and volunteering.

### Coast Guardians Forum

Our annual Coast Guardians Forum was held in September to celebrate the amazing contribution year 9 students made to conserving and protecting our coastal environment, and to workshop new ideas. Students from the five local Coast Guardians Program schools heard from a range of inspiring guest presenters from Edge Pledge, Jan Juc Coast Action, Wadawurrung Aboriginal Corporation, EcoLogic, CCMA Waterwatch, BirdLife Australia and the Marine and Freshwater Discovery Centre.



### ENVIRONMENTAL EDUCATION TEACHER AND STUDENT TESTIMONY

“An excellent program that immerses students in the environment and highlights human impacts on the coastal environment, but also provides practical solutions which engage young people. Hilary is willing to adapt the program for our shared interests.”

*Geelong Lutheran College*

“It was really fun and I learnt a lot, Pete was really nice and I got to eat some cool berries. It was one of the highlights of my camp and was very interesting. It was really nice being outside and walking through the beach and all the trees and actually taking knowledge away from the session.”

*Hillcrest Christian College*

### Summer Holiday Program

In the biggest summer schedule to date, we had 1,585 participants take part in 47 sessions spread across our three caravan parks and the coastline we manage. Participants enjoyed activities including Biodiversity Explorations and Things Up Close using our digital microscope, Rockpool Rambles, Bush Tucker, and Arts & Crafts. It's fair to say we had a lot of happy campers!

### Community events

Our Education team had a presence at several community and school events throughout the year, including the Nightjar Festival, Jan Juc Kite Festival, the Sun Bear Festival, Anglesea Village Fair, ANGAIR Wildflower Show, KAOS in Anglesea, and by running activities during Biodiversity Month.

Our 2018-19 BioBlitz efforts included finding over 250 species in 564 observations.



PEOPLE AND  
CULTURE





## STAFF TRAINING AND DEVELOPMENT

### Professional development

- Our education team attended the Australian Association of Environmental Education Conference in Queensland, and the Griffith University Centre for Coastal Management Education Department two-day exchange.
- Our Executive Leadership Team completed a two day 'Success in 2020' workshop in Apollo Bay.
- Several staff attended the Victorian Marine and Coastal Forum in Melbourne, hosted by DELWP.
- Our fifteen Operation Managers completed a two-day Introduction to Leadership Program.
- Our communications and marketing staff attended the Great Ocean Road Tourism Conference in Colac.

### Presentations by our staff

- Our CEO, Vanessa Schernickau, presented at Deakin University, Association of Bayside Municipalities, and the Australian Institute of Company Directors Luncheon.
- Leia Howes, from our Planning team, and Pete Crowcroft, from our Education team, presented at the Registered Aboriginal Party Forum in Ballarat.
- Hilary Bouma, from our Education team, presented at the Victorian Marine and Coastal Forum in Melbourne.
- Various staff presented to community groups and stakeholders as part of their roles.

### Training

- 19 staff undertook basic First Aid training
- 18 staff undertook CPR Refresher training
- 23 hearing tests completed
- Nine staff completed 4WD training
- Six staff completed chainsaw training
- Seven staff completed fire warden training
- One staff member completed loader training.

## STAFF INITIATIVES

### Weed whacking

Staff escaped their daily roles to join our outdoor rangers for a morning of 'weed whacking'. Tackling a variety of weeds in a stand of Moonah woodland at Anglesea Family Caravan Park, the team lopped, sawed, and mulched Pittosporum, Mirror-bush, Sallow Wattle and Boneseed. A great group effort, appropriately rewarded with a delicious BBQ for lunch.

### Clean Up Australia Day

Our staff came together for a morning of picking up litter as part of Business Clean Up Day. Within two hours we had collected 44 bags of rubbish and recycling at three sites across Torquay, Anglesea and Lorne. Some of the more interesting items included a wet suit, boogie board, and a surf ski. Unfortunately, cigarette butts were the most common item - too many to count.

## OHS

We are committed to training our staff so they can undertake their role on the coast safely. We work closely to our *Occupational Health and Safety Policy (2014)*, aligning with the *Victorian OHS Act (2004)* and *Regulations (2017)*. An OHS Report is provided to the Board each month, with strategic oversight provided by the Audit and Risk Committee. Our OHS Committee met seven times during 2018-19.

Over the twelve-month period from 1 July 2018 to 30 June 2019, there were 19 public injuries on our managed reserves and caravan parks. Staff reported 18 incidents, with the majority described as 'minor'.

We completed our twice annual Visitor Risk assessments and quarterly aquatic safety signage audits to manage public access risks on the coastal reserve.

## STAFF CULTURE

### Our purpose

We want to be an organisation that:

- is respected and trusted for world-leading coastal protection and experiences for all
- ensures everyone feels valued and wakes up in the morning wanting to come to work to make a difference.

### How we do this

- We are professional, approachable and communicate thoughtfully.
- We find solutions to get things done, safely.
- If there is a better way, we share it.
- We make the Great Ocean Road Coast Committee an enjoyable workplace everyday.

### What we don't do

- We do not dismiss or disregard customer or staff issues and points of view.
- We do not tolerate complacency.
- We do not wait for things to deteriorate before taking action.
- We are not rude to each other.



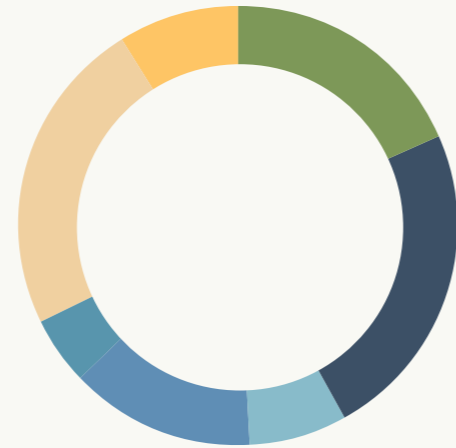
# STAFF

Our staff numbers increase over the summer period with the addition of seasonal casual staff members.

The staff profile illustrated is at 30 June 2019.

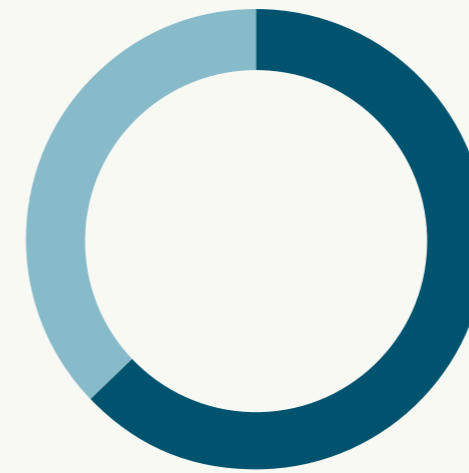
## STAFF PROFILE

### Location



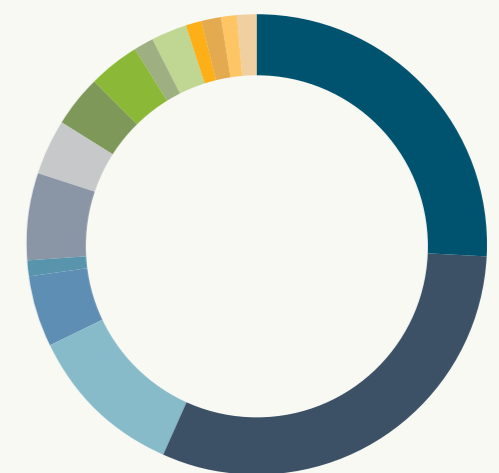
Administration	15	18.52%
Anglesea (Caravan Park)	19	23.46%
Conservation (Torquay And Lorne)	6	7.41%
Lorne (Caravan Park)	11	13.58%
Lorne Reserves	4	4.94%
Torquay (Caravan Park)	19	23.46%
Torquay Reserves	7	8.46%
<b>Total Employees</b>	<b>81</b>	

### Gender



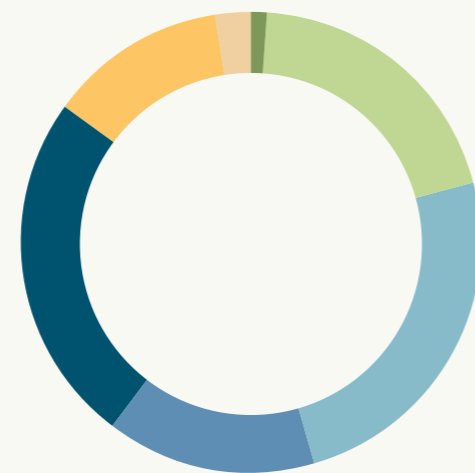
Female	51	62.96%
Male	30	37.04%
<b>Total Employees</b>	<b>81</b>	

### Length of service



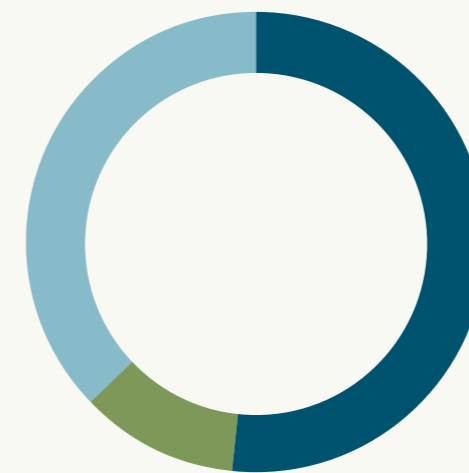
Less than 1 year	21	25.93%
1 year	25	30.86%
2 years	9	11.11%
3 years	4	4.94%
4 years	1	1.23%
5 years	5	6.17%
6 years	3	3.70%
7 years	3	3.70%
8 years	3	3.70%
9 years	1	1.23%
15 years	2	2.47%
17 years	1	1.23%
18 years	1	1.23%
19 years	1	1.23%
28 years	1	1.23%
<b>Total Employees</b>	<b>81</b>	

### Age



0-19	1	1.23%
20-29	16	19.75%
30-39	20	24.69%
40-49	12	14.81%
50-59	20	24.69%
60-69	10	12.35%
70+	2	2.47%
<b>Total Employees</b>	<b>81</b>	

### Status



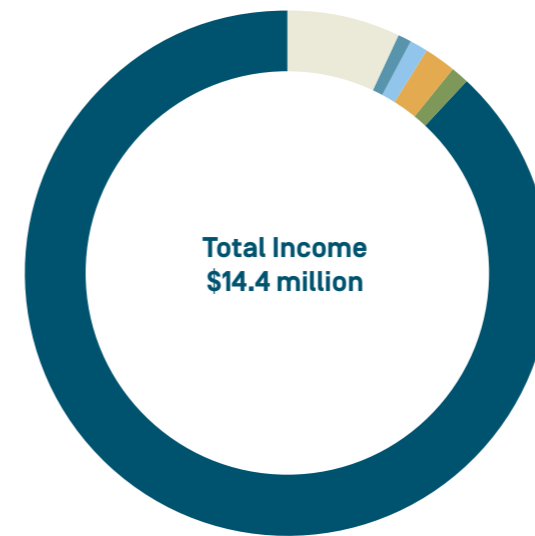
Full Time	42	51.85%
Part Time	9	11.11%
Casual	30	37.04%
<b>Total Employees</b>	<b>81</b>	

We also employed two paid interns to lend a helping hand to our Communications and Education teams during the busy summer 2018-19 period.

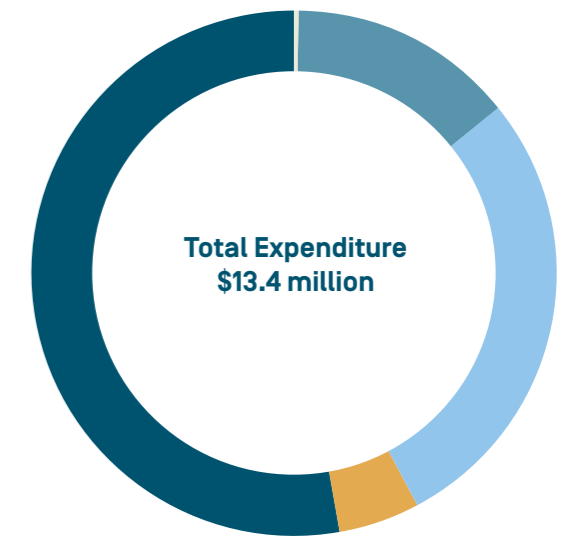




# FINANCIAL SNAPSHOT



- Lease/Licence Management 7%
- Coastal Reserves 1%
- Administration 1%
- Asset Disposal -2%
- Government Grants for Projects 1%
- Income Caravan Parks 88%



- Lease/Licence Management 0%
- Administration 14%
- Coastal Reserves 28%
- Education & Conservation 5%
- Caravan Parks 53%

Audited accounts on the following pages.





# FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
30 JUNE 2019



## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
Trading result	Note 2	2,108,701	2,267,118
Activities from grants & projects	Note 3	69,393	126,691
Operating result		2,178,094	2,393,809
Income tax expense		-	-
Other comprehensive income for the year			
Revaluation buildings and public facilities		-	955,453
<b>Total comprehensive income</b>	Note 12	<b>2,178,094</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 FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
<b>Current assets</b>			
Cash	Note 4	5,330,978	2,655,118
Receivables	Note 5	213,702	198,389
Other	Note 6	191,284	193,594
<b>Total current assets</b>		<b>5,735,963</b>	<b>3,047,101</b>
<b>Non - current assets</b>			
Property, plant and equipment	Note 7	39,373,883	38,723,493
<b>Total non - current assets</b>		<b>39,373,883</b>	<b>38,723,493</b>
<b>Total assets</b>		<b>45,109,846</b>	<b>41,770,594</b>
<b>Current liabilities</b>			
Creditors	Note 8	1,531,485	511,495
Deposits in advance	Note 9	1,242,065	1,150,958
Provisions	Note 10	1,129,582	1,061,171
Loans	Note 11	-	18,350
<b>Total current liabilities</b>		<b>3,903,133</b>	<b>2,741,974</b>
<b>Total liabilities</b>		<b>3,903,133</b>	<b>2,741,974</b>
<b>Net assets</b>		<b>41,206,714</b>	<b>39,028,620</b>
<b>Equity</b>			
Reserves	Note 12	17,016,816	17,016,816
Retained earnings	Note 12	24,189,898	22,011,804
<b>Total equity</b>		<b>41,206,714</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 30 JUNE 2019

	Note	Retained Surplus \$	Reserves \$	Total \$
<b>Balance at 1 July 2017</b>		19,617,995	16,061,363	<b>35,679,358</b>
<b>Comprehensive income</b>				
Surplus for the year		2,393,809	-	2,393,809
Other comprehensive income for the year		-	955,453	<b>955,453</b>
<b>Total comprehensive income for the year</b>		22,011,804	17,016,816	<b>39,028,620</b>
<b>Balance at 30 June 2018</b>		22,011,804	17,016,816	<b>39,028,620</b>
<b>Comprehensive income</b>				
Surplus for the year		2,178,094	-	2,178,094
Other comprehensive income for the year		-	-	-
<b>Total comprehensive income for the year</b>	Note 12	2,178,094	-	<b>2,178,094</b>
<b>Balance at 30 June 2019</b>		24,189,898	17,016,816	<b>41,206,714</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 30 JUNE 2019

	Note	2019 \$	2018 \$
<b>Cash flows from operating activities</b>			
<b>Payments</b>			
Wages and salaries		(5,270,637)	(4,835,831)
Suppliers		(4,674,085)	(4,913,194)
Other		(329,560)	(348,453)
<b>Receipts</b>			
Receipts from customers		16,229,530	15,615,518
Interest received		76,582	34,294
<b>Cashflows from government</b>			
Receipts from appropriations / grants		89,231	154,886
<b>Net cash provided by operating activities</b>	Note 13	<b>6,121,063</b>	<b>5,707,220</b>
<b>Cashflows from investing activities</b>			
Payments for purchase of property, plant/equipment		(3,599,400)	(1,130,269)
Receipts from sale of property, plant & equipment		154,197	30,863
<b>Net cash used in investing activities</b>		<b>(3,445,203)</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>-</b>	<b>(2,541,848)</b>
<b>Net increase [decrease] in cash held</b>		<b>2,675,858</b>	<b>2,065,967</b>
<b>Cash at the beginning of the period</b>		<b>2,655,118</b>	<b>589,151</b>
<b>Cash at the end of the reporting period</b>	Note 4	<b>5,330,978</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 30 JUNE 2019

## 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 and are charged as expenses when incurred.

### c) Revenue

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

Revenue 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*.

### g) Comparative figures

Where appropriate, comparative figures have been adjusted to conform with changes in presentation for the current financial year.



**NOTES TO AND FORMING PART OF THE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2019 CONTINUED**

**Note 2: Trading results**

	2019 \$	2018 \$
<b>Income</b>		
Camp sites	9,455,933	8,800,699
On-site accommodation	3,388,011	3,278,198
Lease, licences & permits	1,137,614	1,086,170
Recurrent grants & subsidies	161,509	152,469
Other	486,251	343,528
<b>Total operating income</b>	<b>14,629,318</b>	<b>13,661,064</b>
Interest	76,679	32,493
Workcover receipts	8,172	5,003
Profit/(loss) on asset	(332,439)	5,822
<b>Total income</b>	<b>14,381,729</b>	<b>13,704,382</b>
<b>Expenses</b>		
Cleaning	517,104	516,228
Insurance	221,832	207,320
Repairs & maintenance	1,103,701	952,320
Supplies & equipment	556,812	582,792
Utilities	809,662	694,789
Wages	5,270,637	4,777,347
General & administrative	539,222	473,083
Marketing & PR	257,796	247,489
Other	552,238	573,805
<b>Total expenses</b>	<b>9,829,005</b>	<b>9,025,173</b>
<b>Trading result before depreciation</b>	<b>4,552,724</b>	<b>4,679,209</b>
Depreciation	2,444,023	2,412,091
<b>Trading result after depreciation</b>	<b>2,108,701</b>	<b>2,267,118</b>

**NOTES TO AND FORMING PART OF THE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2019 CONTINUED**

**Note 3: Activities from grants & projects**

	2019 \$	2018 \$
<b>Revenue from grants</b>		
Taylor Park	8,013	-
Lorne ANZAC Memorial Garden project	45,090	-
Grant opp-40303 coastal risk (DELWP)	23,029	-
Sustainability Victoria energy grant	13,000	-
CVA project milestone 1 (LorneCare)	-	41,645
Steps beach stairway replacement	-	54,000
Lorne pier sector light 1st instalment	-	7,660
Anglesea caravan park boat ramp upgrade	-	37,500
<b>Total revenue from grants</b>	<b>89,132</b>	<b>140,805</b>
<b>Expenses related to grants</b>		
CVA project milestone 1 (LorneCare)	19,739	1,497
Corangamite Catchment Authority	-	12,617
<b>Total expenses</b>	<b>19,739</b>	<b>14,114</b>
<b>Result from grants and project activities</b>	<b>69,393</b>	<b>126,691</b>



**NOTES TO AND FORMING PART OF THE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2019 CONTINUED**

**Note 4: Cash**

	2019 \$	2018 \$
Cash at bank	5,325,578	2,648,968
Cash on hand	5,400	6,150
	<b>5,330,978</b>	<b>2,655,118</b>

**Note 5: Receivables**

	2019 \$	2018 \$
Trade debtors	213,702	198,389
	<b>213,702</b>	<b>198,389</b>

**Note 6: Other**

	2019 \$	2018 \$
Prepayments	91,284	93,594
Beach cleaning accrual	100,000	100,000
	<b>191,284</b>	<b>193,594</b>

**NOTES TO AND FORMING PART OF THE  
FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30 JUNE 2019 CONTINUED**

**Note 7: Property, plant and equipment**

	2019 \$	2018 \$
Plant & equipment	3,321,432	2,950,408
Office equipment	268,552	310,704
Buildings	22,743,811	21,195,156
Public facilities	21,465,915	20,879,958
Motor vehicles	866,071	832,454
Less: accumulated depreciation	(9,291,896)	(7,445,187)
	<b>39,373,883</b>	<b>38,723,493</b>

**Note 8: Creditors**

	2019 \$	2018 \$
Trade creditors	1,492,983	504,424
Misc. unrepresented cheques	38,503	7,071
	<b>1,531,485</b>	<b>511,495</b>

**Note 9: Deposits in advance**

	2019 \$	2018 \$
Reservation deposits	1,234,275	1,148,168
Bonds	7,790	2,790
	<b>1,242,065</b>	<b>1,150,958</b>



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 CONTINUED

### Note 10: Provisions

	2019 \$	2018 \$
Provision annual leave	232,628	184,722
Provision long service leave	201,992	173,833
Provision general	17,521	17,521
Provision payroll tax	-	(22,856)
Provision PAYG	-	-
Provision Goods & Services Tax	5,830	-
Provision water rates	-	-
Provision leases	671,612	676,042
Clearing - superannuation	-	31,910
	<b>1,129,581</b>	<b>1,061,171</b>

### Note 11: Loans

	2019 \$	2018 \$
CBA loan	-	-
Cabins Torquay caravan park	-	18,350
	-	<b>18,350</b>

*Loan Security - Commonwealth Bank holds first ranking charge over 11 Relocatable Two Bedroom Cabins situated at Torquay Foreshore Caravan Park.*

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019 CONTINUED

### Note 12: Reserves

	2019 \$	2018 \$
Asset revaluation reserve	17,016,816	16,061,363
Revaluation buildings and public facilities	-	955,453
	<b>17,016,816</b>	<b>17,016,816</b>
<b>Retained earnings</b>		
Opening balance	22,011,804	19,617,995
Current year earnings	2,178,094	2,393,809
<b>Balance as at the end of period</b>	<b>24,189,898</b>	<b>22,011,804</b>

### Note 13: Cash flow reconciliation

	2019 \$	2018 \$
Net surplus	2,178,094	2,393,809
Depreciation	2,444,023	2,412,091
Loss on disposal of assets	332,439	(5,822)
(Increase)/decrease in net receivables	(15,313)	203,022
(Increase)/decrease in other assets	2,310	(9,835)
Increase/(decrease) in creditors	1,019,990	194,183
Increase/(decrease) in reservation deposits	91,108	457,512
Increase/(decrease) in provisions	68,411	62,259
<b>Net cash used from operating activities</b>	<b>6,121,063</b>	<b>5,707,220</b>

### Note 14: Commitments and contingencies

As part of normal operations, the Great Ocean Road Coast Committee enters into contracts which have been budgeted for and results in capital commitments. There were no contingent liabilities at the financial year end.

### Note 15: Post balance date events

Since the end of the financial year, the Great Ocean Road Coast Committee 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.







The cover artwork is created by artist Billy-Jay O'Toole. Billy-Jay is a proud Wadawurrung man and local artist. He has created artwork for a number of corporations and his biggest achievement was designing Geelong Football Club's Indigenous Round guernsey in 2015. Billy-Jay is a Traditional Owner of Wadawurrung Country and has recently started working for the Great Ocean Road Coast Committee in the role of Indigenous Coastal Officer.

Artist's description:

This artwork represents the Great Ocean Road Coast Committee and the land they manage. The blue represents the ocean, with the big swirls in the ocean area representing the different colours you see throughout the ocean when looking from above. The cream colour, with symbols on top, represents the sand and the dunes along the coast. The green represents all the grass vegetation and trees on coastal Crown land. I have tried to incorporate as much of the Great Ocean Road Coast Committee story as I can in this painting, closely following the colours of the land and the logo, and adding traditional symbols into it.

Photography: Many photos throughout this report were taken by Chris McConville.

Disclaimer: The Great Ocean Road Coast Committee cannot guarantee that all information provided in this report is accurate and therefore disclaims liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

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## How to find out more about the Great Ocean Road Coast Committee

To stay up to date with the latest news from the coast, including our work, volunteering, events, and opportunities to get involved and have your say:


- Sign up to our Coast News and Volunteer News e-newsletters
- Follow us on Facebook, Instagram, Twitter and LinkedIn
- Follow our Blog
- Keep an eye on the News and Current Works section of our website.

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