

Great Ocean Road Taskforce Terms of Reference

The Great Ocean Road Taskforce has been convened to ensure best practice management of one of Victoria's finest natural assets.



Name of Project	Great Ocean Road Taskforce
The issue	<p>The 243km Great Ocean Road is one of the world's most scenic and iconic coastal touring routes. Its sheer limestone cliffs, pockets of rainforest, shipwreck history, and world class surfing breaks makes the Great Ocean Road one of Australia's most popular destinations for visitors and Victoria's most significant tourism asset.</p> <p>The coastal and forested landscapes along the Great Ocean Road are of high cultural, ecological and economic importance to the Wadawurrung and Eastern Maar people who have known this country, and cared for it, since the beginning. The coastline also includes rare polar dinosaur fossil sites, the best-known one being Dinosaur Cove and fossils collected from numerous sites along the coast continue to yield important scientific information.</p> <p>Constructed by returned servicemen as a memorial to Victoria's First World War servicemen and women, the Great Ocean Road is a constant reminder of their war service and sacrifice. It was a huge engineering feat at that time and connected isolated coastal communities.</p> <p>The Ocean Road Planning Scheme was developed in 1955 by the Victorian Town and Country Planning Board to establish an integrated approach across four local shires to protect and preserve the exceptional scenery of the tourist road. It was a pioneering planning mechanism that led the way in the protection of land for its scenic environmental value. On 7 April 2011, the Great Ocean Road and Scenic Environs was added to the National Heritage List for its extraordinary historic and cultural significance.</p> <p>Today the Great Ocean Road governance arrangements involves many different organisations that operate across a range of geographical scales, timeframes and jurisdictional boundaries. There are over 20 responsible public entities with accountabilities from strategy development and implementation; land-use planning, management and administration, infrastructure delivery, asset maintenance, emergency management, investment facilitation, destination promotion and brand stewardship. Responsibility for managing the contiguous coastal foreshore, public open spaces and parklands along the Great Ocean Road is also fragmented.</p> <p>The Victorian Government has established the independently chaired Great Ocean Road Taskforce to review the effectiveness of current governance arrangements and to make recommendations to strengthen protection of the landscape setting, improve the visitor experience, provide greater certainty in land-use planning and attract investment proposals that will benefit tourists and local communities.</p>

<p>The project</p>	<p>On 14 September 2017, the Victorian Government announced an independently chaired Taskforce to investigate the management arrangements for the Great Ocean Road. The Taskforce functions are to:</p> <ol style="list-style-type: none"> 1. Review the effectiveness of the current governance arrangements. 2. Consult extensively with Traditional Owners of Country, responsible public entities and local communities. 3. Make recommendations on governance reforms to protect the distinctive landscapes, improve the visitor experience and attract investments that benefit both tourists and local communities. <p>The Taskforce investigations are to include examination of options for reducing barriers to appropriate development in the area, consideration of an over-sighting body or independent authority covering the length of the road, and examination of other appropriate governance arrangements.</p> <p>The work of the Taskforce will build on, and review the implementation of, the 2015-2025 Strategic Master Plan for the Great Ocean Road Region Visitor Economy, the Shipwreck Coast Masterplan 2015, the 2004 Great Ocean Road Regional Strategy and the VicRoads Great Ocean Road Management Strategy 2013. It will also draw on the experience of cooperative efforts during the Wye River Bushfire Reconstruction process.</p> <p>The Taskforce will report to three coordinating Ministers: Minister for Planning (lead), the Minister for Regional Development and the Minister for Tourism and Major Events.</p>
<p>Study Area</p>	<p>The primary study area is the Great Ocean Road and its landscape from Torquay to Port Fairy (including settlements). The secondary study area includes more of the hinterland for consideration of infrastructure and projects that contribute to the Great Ocean Road visitor experience. The project study area includes parts of the municipalities of Surf Coast, Colac-Otway, Corangamite, Moyne and Warrnambool.</p>
<p>Purpose of the Taskforce</p>	<p>The Taskforce is to</p> <ol style="list-style-type: none"> 1. Review the effectiveness of current Great Ocean Road governance arrangements. 2. Undertake extensive consultation with the Traditional Owners of Country, responsible public entities, key stakeholders and the community. 3. Report to the Victorian Government within twelve months with recommended reforms to governance arrangements for the Great Ocean Road and its landscapes. 4. Make recommendations on governance reforms to: <ol style="list-style-type: none"> a. boost tourism expenditure and investment along the Great Ocean Road b. better support local communities to benefit from the visitation economy c. maintain appropriate environmental and landscape protections.
<p>Roles & Tasks</p>	<p>The role of the Taskforce is to identify gaps, points of duplication and recommendations for better coordination across government agencies in project delivery and communications to achieve better tourism, access and environmental outcomes.</p> <p>The Taskforce will undertake extensive consultation to consider the strengths and weaknesses of current management arrangements and an assessment of project delivery processes across government departments and agencies.</p> <p>The outputs to be delivered comprise:</p> <ul style="list-style-type: none"> • Initial report to the coordinating Ministers at the end of 2017 on early insights and key issues. • An Issues and Options Discussion Paper for public release and comment. • Community views report. • Final report with recommended governance reforms. <p>The final report is to canvas options for reducing barriers to appropriate development in the area, evaluate the merits of an over-sighting body or independent authority covering the length of the road, and examine other appropriate governance arrangements. It is to make recommendations on reforms to governance arrangements for the Great Ocean Road to improve economic, community and environmental outcomes,</p>

	<p>improve project delivery processes and improve communications with visitors and local communities.</p> <p>The Taskforce will undertake the following administrative tasks:</p> <ol style="list-style-type: none"> 1. Receive and note monthly reports on progress against program milestones, sign off status and scope change. 2. Provide input into all Taskforce discussion papers and reports. 3. Review relevant materials prior to all taskforce meetings. 4. Endorse relevant papers and reports for Ministerial consideration. 5. Provide input into communications applicable to the project. 6. Confirm completion and handover of the project.
Constraints	<p>The Taskforce can only make recommendations in relation to the scope and content of this Project.</p> <p>The role of the Co-chairs of the Taskforce is to provide independent advice to the coordinating Ministers (Minister for Planning, Minister for Regional Development and the Minister for Tourism and Major Events).</p> <p>The Chairs will seek (and record) the views of Taskforce members on their recommendations to Government.</p> <p>The advice and recommendations will inform decision-making by the Victorian Government.</p>
Media enquiries	<p>Taskforce members will be equipped and supported to deal with media enquiries in relation to the work of the Taskforce.</p>
Membership	<p>The Taskforce membership comprises:</p> <ul style="list-style-type: none"> • independent co-chairs Mr Peter Batchelor and Mr Terry Mulder • nominees of the Traditional Owners of Country for the Great Ocean Road: <ul style="list-style-type: none"> – Eastern Maar – Wadawurrung • members with expertise and experience in tourism and coastal management, and have an understanding of the key issues relating to the governance of the Great Ocean Road: <ul style="list-style-type: none"> – Ms Diane James – Ms Elaine Carbines – Mr Wayne Kayler Thomson • CEOs from the Local Government Authorities along the Great Ocean Road: <ul style="list-style-type: none"> – Mr Andrew Mason – CEO Corangamite Shire – Mr Bruce Anson – CEO Warrnambool City Council – Mr David Madden – CEO Moyne Shire Council – Mr Keith Baillie – CEO Surf Coast Shire – Mr Robert Dobrzynski – Acting CEO Colac Otway Shire
Project Reference Group	<p>The Taskforce will also be supported by a Project Reference Group. The Project Reference Group will be convened by the Secretariat and will consist of the Traditional Owners of Country for the length of the Great Ocean Road (Wadawurrung and Eastern Maar), responsible public entities and key stakeholders.</p> <p>Permanent members of the Reference Group include:</p> <ul style="list-style-type: none"> • Barwon Regional Partnership • Barwon Water and Wannon Water • Corangamite Catchment Management Authority and Glenelg-Hopkins Catchment Management

	<p>Authority</p> <ul style="list-style-type: none"> • Country Fire Authority • DELWP Barwon South West and RDV Barwon South West (Project co-sponsors) • Emergency Management Victoria • Great Ocean Road Committee of Management and Otway Coast Committee of Management • Great South Coast Regional Partnership • Heritage Victoria • Major Economic Projects and Transport for Victoria (DEDJTR) • Parks Victoria • VicRoads, South West • Visit Victoria <p>Other bodies to be consulted and invited onto the reference group on an as needs basis include:</p> <ul style="list-style-type: none"> • Aboriginal Affairs Victoria • Adjoining local government areas (Queenscliff, Geelong and Glenelg) • Local Chambers of Commerce and Business Groups • Local Community and Environment Groups • Township advocacy groups • Victorian National Parks Association • Victorian Tourism Industry Council
<p>Support</p>	<p>The Taskforce will be supported by a Secretariat to be convened by DELWP, and comprise a Project Manager and Project Officers in the initial one-year period (equivalent to at least 2 full people). The role of the secretariat is to:</p> <ul style="list-style-type: none"> • Develop a Project Plan, Budget, Communications and Engagement plan, risk register and other project management tools as required • Support the Taskforce in the review of the delivery of the 2004 Great Ocean Road Strategy and project delivery processes across government departments and agencies relevant to the delivery of the strategy • Manage stakeholder and consultation activities. • Support the Taskforce in developing options for the management of the Great Ocean Road. • Oversee any consultancy work undertaken for the Taskforce. • Prepare a report with proposed recommendations regarding management arrangements, project delivery processes and communications. • Following the response from government, prepare a business case for the establishment/ongoing management of the Great Ocean Road. <p>The Secretariat will also provide the following support to the Taskforce:</p> <ul style="list-style-type: none"> • Prepare and distribute agendas • Prepare and distribute meeting minutes • Undertake project work between meetings. <p>Information for the Taskforce will be distributed at least five working days prior to any meeting to ensure members have adequate time to read any documentation.</p>

Meetings	The first meeting will be convened in October 2017. The Taskforce will meet regularly with the agenda prepared by the Project Manager and distributed at least five days before the meeting. Meeting dates will be determined as required but are envisaged to be approximately bi-monthly.
Timeframe	The Taskforce will operate until the project is completed or until the project is placed on hold for a period more than six (6) months.



Jason Borg

Acting Regional Director, Barwon South West
Department of Environment, Land, Water and
Planning

22/12/2017



Unni Menon

Regional Director Barwon South West
Regional Development Victoria

02/01/2018