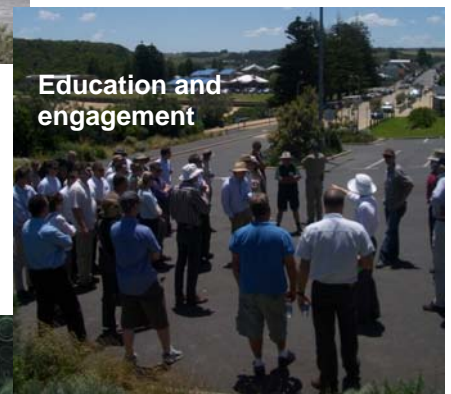


Priorities for Regional Collaboration

in
Coastal Planning and
Natural Resource Management

**Final Report of the
*Priorities for Victoria's Western Coast Project***



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Roles and Collaboration: Western Coastal Forum 2007, Draft VCS 2007 workshop, *Steve Blackley*

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Priorities for Regional Collaboration: Coastal Planning and NRM (Coastal Priorities)

Executive Summary

Project Rationale

The Western Coastal Region extends from Thompson's Creek in the east to the South Australian border in the west, including the municipalities of Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg. It includes the bulk of the Barwon-South West administrative region and the Corangamite catchment region, plus the entire Glenelg Hopkins catchment region.

Through this project, coastal decision makers, Chief Executives, senior officers, professional staff and technical experts have agreed that there is a clear need for a dedicated process to facilitate improved collaboration, investment and alignment between organisations with common interests and complimentary responsibilities for delivering integrated coastal zone management (ICZM) through coastal planning and natural resource management. This project was designed to pilot a process to work towards meeting that regional need.

The Process

The project was designed to be as inclusive as possible and harness the skills and expertise within the region's public service organisations, and benefited from the interest and participation of many organisations and their representatives and staff. Several delays were experienced to improve the project and resulting process. The stages of the project included:

- 1) High Level and Investors workshops in 2007 to confirm the need for the project and its scope
- 2) An Institutions and Priorities Review to establish current roles, assets and priorities
- 3) Development of a collaborative priority-setting methodology
- 4) Professional and technical workshops to promote understanding of organisational priorities, build relationships and confirm the process and inputs
- 5) A Chief Executives / senior managers workshop to confirm themes, issues and opportunities
- 6) Convening a series of working groups to progress regional statements for priority themes
- 7) A Final Report outlining the project need, method and opportunities arising from priority themes

A fundamental challenge to the process was the new Victorian Coastal Strategy 2008 being released after the workshops that set the themes and prior to working group deliberations.

The Priority Themes and Projects

The Coastal Priorities project has delivered a priority list of themes with suggested initiatives to deliver on issues arising from those themes. The themes include:

- Identifying and assessing coastal natural and built assets
- Positioning the region to respond to climate change
- Addressing the pressures of population growth and development
- Clarifying roles and facilitating collaborative arrangements
- Improving the awareness and engagement of communities and stakeholders

The initiatives identified in Section 3 have been developed through the application of a logical analysis that considers the current situation, the gaps and the opportunities. All aim to collaboratively develop systems to support consistent decision making around coastal NRM and planning, particularly as the threats of population/development pressure and climate change become more evident. All initiatives will require further work to be progressed, including explicit support from participating organisations for capacity and resourcing to effect them.

The need for collaborative and consistent approaches has been well supported in the priority setting process, with partners identifying the benefits of capitalising on the effort, knowledge and resources of their regional counterparts. The act of bringing regional stakeholders together to share knowledge and understanding of issues and each other's roles in integrated coastal zone management has also been recognised as a significant benefit for the region.

There is obvious overlap between several themes and the opportunities they provide. There are likely to be several opportunities to generate higher order projects with outcomes across themes.

The Priority Projects that were put forward can be consolidated as follows, and for these initiatives to be progressed, commitment of resources by regional partners is essential.

A consistent Asset and Threat Framework (including monitoring of asset condition)

A collaborative research program for

- assets, threats and systems
- climate change impacts
- demographic changes and development pressures

A regional approach to

- climate change response, including the potential for a Coastal Action Plan
- coastal planning, including engagement with the Regional Strategic Planning initiative and TBL assessment of development opportunities
- education and capacity building

Refining the Coastal Priorities process

The benefits of an annual cycle

The Coastal Priorities project was intended to form the basis of an annual cycle of priority-setting and collaborative action and investment across the region to complement organisational planning and budgeting processes. The annual cycle would focus on regional coastal priorities and ensure a high level of currency and ownership among regional stakeholders. The Western Coastal Board has committed to establish the feasibility of a further annual cycle for 2009-10.

The annual priority-setting and collaborative process is expected to:

- Improve the development, alignment and implementation of State, regional and local strategic planning initiatives such as the Victorian Coastal Strategy 2008, local planning schemes, Regional Catchment Strategies and sub-strategies, and Coastal Action Plans.
- Facilitate the development and alignment of organisational strategic plans e.g. sustainability strategies between and within organisations
- Contribute to greater organisational ownership of and engagement in collaborative processes
- Support the identification of collaborative opportunities for on-ground/operational activities
- Improve collaboration for external and internal funding opportunities and investment
- Add value to other internal organisational and collaborative priority-setting processes
- Strengthen organisational and institutional approaches to ICZM, and
- Build the capacity of the region to collaborate on, plan for and implement initiatives.

The Coastal Priorities project has been a pilot. While the foundations of an annual cycle have been developed through this project, the annual cycle itself needs to be refined and confirmed with regional stakeholders for the 2009-10 period and beyond through a clear process based on continuous improvement.

Introduction

This paper describes the commencement of a major initiative for the west coast of Victoria: a process for collaboration and priority setting to deliver integrated coastal zone management (ICZM) through an initial focus on coastal planning and natural resource management (NRM) activities between the wide range of organisations in the region. The *Priorities for Regional Collaboration: Coastal Planning and NRM* project (the Coastal Priorities project) is the pilot and first step in developing this initiative.

All stakeholders recognise that the western coast of Victoria is subject to a wide range of pressures. Its population is changing significantly, with some areas experiencing unprecedented growth while others face an ageing population or a decline in permanent residents, and marked changes in community expectations. At the same time, climate change impacts are predicted to be substantial: a rise in sea level of at least 0.8m by 2100, more storm surges and changes to temperature and rainfall. However, these and other issues do not manifest consistently across the region and present significant challenges to the range of organisations responsible for coastal planning and NRM.

The collaborative priority-setting process of the Coastal Priorities project has identified significant common ground and the potential for joint action between organisations across 5 themes:

- Coastal and marine natural assets;
- Climate change response;
- Population and development pressure;
- Roles and collaboration; and
- Community and stakeholder awareness and engagement.

The Coastal Priorities project has been designed to facilitate strategic solutions to the challenges through focussed collaboration and position the region to capitalise on opportunities. The region is well placed to meet these challenges in a collaborative manner which makes the best possible use of the knowledge, resources, skills and capacity of the range of local, regional and state agencies responsible for managing and planning for its coastal resources and communities.

The Coastal Priorities project did not set out to duplicate the priority-setting approaches used by the region's various organisations. Rather, it seeks to recognise the roles and priorities established by organisations and highlight the common ground and collaborative opportunities that arise.

The project generated significant interest from stakeholders evidenced by the high levels of participation in the various parts of the project. The shared recognition of challenges and strength of contributions has reinforced the need for greater collaboration, and future annual cycles of the process will refine it to continually improve the process for the benefit of the region.

This paper explains the outputs and outcomes of the Coastal Priorities project and outlines:

- Section 1: the components of the Coastal Priorities project
- Section 2: the strategic context for the region that applies to all 5 themes
- Section 3: the issues, context, gaps, opportunities and potential initiatives for the 5 themes for the region identified by the institutional players in integrated coastal zone management and the potential overarching initiatives and
- Section 4: next steps to refine and implement the priority-setting process in the region

1 The Coastal Priorities Project

1.1 Background

Victoria's west coast, like many other coastal regions in Australia, is blessed with a stunning natural coastline and diverse coastal communities. It is a highly desirable place to live and visit and is subject to a wide range of pressures for recreation, tourism and development activities.

A wide range of organisations have responsibilities for protecting the natural values of the coast and facilitating ecologically sustainable development opportunities for the benefit of all Victorians. As a result, a wide range of planning and management approaches, policies and documents have been developed over time, such as the Victorian Coastal Strategy, municipal planning schemes, Coastal Action Plans and Regional Catchment Strategies. An increasing scientific understanding of the coastal environment, changing community attitudes and an evolving recognition of the inter-relationships between society, economy and environment have added substantially to the complexity of integrated coastal zone management. In recent times it has become increasingly clear that these fundamental issues of heightened complexity and organisational relationships cannot be dealt with effectively unless organisations collaborate effectively and share a focus on common priority issues.

While the concept of establishing priorities is not new, experience shows that priorities can easily become dated. This is particularly relevant for coastal planning and NRM where strategic and operating arrangements, community expectations and organisational relationships are constantly changing. Furthermore, several organisations employ their own priority-setting approaches, but there are limited opportunities to share these and develop priorities collaboratively.

The art of collaboration, too, is not new, and the range of activities that occur in coastal planning and NRM rely in large part on the solid relationships that exist in the region. While there are myriad examples of collaboration, most occurs through discrete initiatives and is focussed on the immediate task at hand rather than having the opportunity to take a regional perspective. In addition, few processes that do occur at regional level with a broad agenda include different levels of staff. Perhaps as a result of exposure to change, it has been observed that a significant amount of the productive collaboration in the region occurs as a result of personal relationships and trust, as opposed to organisational relationships and trust. When people leave positions or organisations, the relationship between organisations and the appetite for collaboration often appears to change, and this shift in ownership represents a substantial challenge. While several regional organisations undertake their own priority-setting exercises, there are few established and regular avenues for collaborative discussion on priorities, risking regional ownership.

The Western Coastal Board's experience in planning and implementation activities led to a recognition that the region would benefit from a scheduled process to foster regular coastal collaboration and priority-setting, and established the Coastal Priorities project in 2007 in collaboration with regional organisations.

1.2 Project Scope and Focus

By necessity, the Coastal Priorities project limited itself to issues associated with natural resource management and coastal planning. While early scoping of the project revealed a need to collaborate across social, economic and environmental activities, consultation with key stakeholders in 2007 highlighted the need to establish the collaborative priority-setting process in partnership with the organisations historically involved in integrated coastal zone management. This way, the process could be established and then refined in future years for extension to other organisations and stakeholders.

The geographic scope of the project is limited to that of the Victorian Coastal Strategy:

The sea and seabed to the state limit (5.5km offshore) and all private and coastal Crown land directly influenced by the sea or directly influencing the coastline.

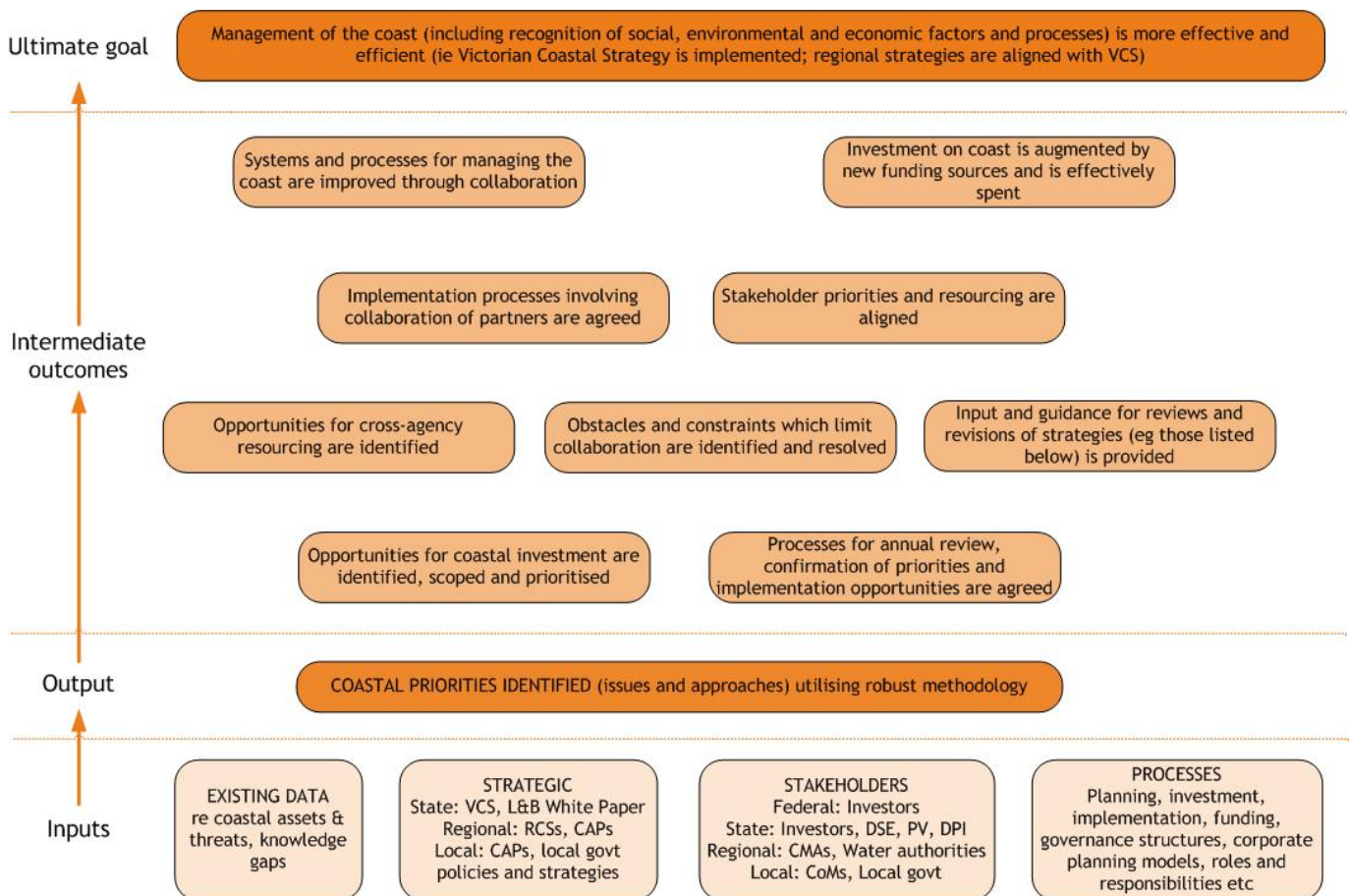
The process was explicitly designed to focus on the priorities for the region’s coast. The project did not generate priorities for the Western Coastal Board, nor did it seek to prioritise actions in the Victorian Coastal Strategy. This resulted in some early confusion that provided opportunities to improve the project. Given the Board’s role under the Coastal Management Act 1995 to “facilitate strategic solutions to matters affecting the region’s coast..”, the Board intends to use the priorities to influence its business plan. However, the priorities are intended to be truly regional, with ownership for all organisations.

1.3 Benefits and outcomes sought

The Coastal Priorities project was intended to realise a wide range of benefits for the region through a suite of outcomes. Importantly, the project was intended as the first attempt to create a structure and methodology for regular regional priority-setting and collaborative action. It was envisaged that an annual cycle of collaboration would deliver the greatest benefit, and would ensure a high level of currency and ownership among regional stakeholders.

The following diagram outlines the intended inputs, outputs and outcomes that the project aspired to achieve at inception:

Figure 1: Project Outcomes

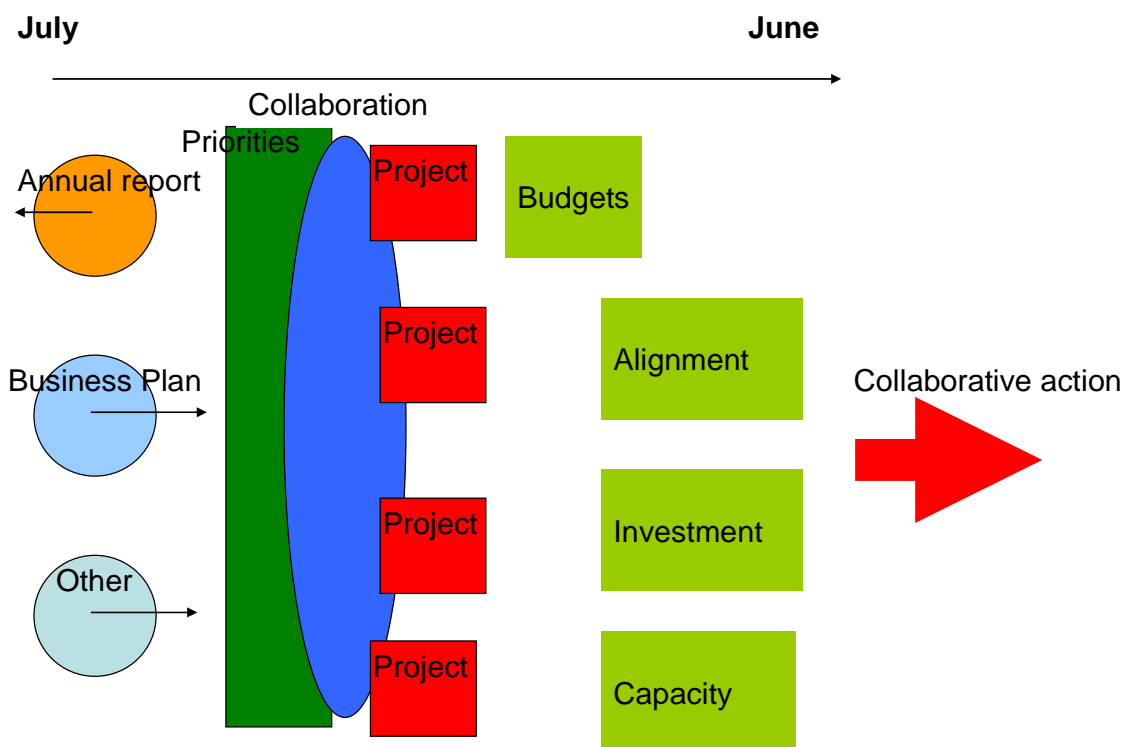


1.4 An annual cycle of priority setting and collaboration

As noted earlier, it was envisaged that an annual cycle of priority setting and collaboration would deliver the greatest benefit to the region. It would focus on regional coastal priorities, ensure a high level of currency and ownership among regional stakeholders and position the region to align resources and promote partnerships to address common issues.

The opportunity for positioning is essential to the rationale of the annual cycle. While much collaborative work occurs in the region, many of the partnership opportunities are initiated through largely reactive approaches to external funding opportunities rather than proactive regional strategic planning and collaboration. The model sought to plan for alignment and collaboration in advance of budget and corporate planning activities so that opportunities and initiatives could be included in forward planning processes as shown below.

Figure 2: The Annual Priority-Setting Cycle



The annual priority-setting and collaborative process is expected to:

- Improve the development, alignment and implementation of State, regional and local strategic planning initiatives such as the Victorian Coastal Strategy 2008, local planning schemes, Regional Catchment Strategies and sub-strategies, and Coastal Action Plans.
- Facilitate the development and alignment of organisational strategic plans e.g. sustainability strategies between and within organisations
- Contribute towards greater organisational ownership of and engagement in collaborative processes
- Support the identification of collaborative opportunities for on-ground/operational activities
- Improve collaboration for external and internal funding opportunities and investment
- Add value to other internal organisational and collaborative priority-setting processes
- Strengthen organisational and institutional approaches to ICZM, and
- Build the capacity of the region to collaborate on, plan for and implement initiatives.

The Coastal Priorities project has been a pilot. While the foundations of an annual cycle have been developed through this project, the annual cycle itself needs to be refined and confirmed with regional stakeholders for the 2009-10 period and beyond through a clear process based on continuous improvement.

The Board has committed to investigating the feasibility of this process for the 2009-10 annual cycle.

1.5 Project methodology

The Project was supported through active participation by regional staff in a range of stages. These people are listed in Appendix 1. The Project was guided by a small Steering Committee consisting of representatives of the Western Coastal Board, Glenelg Hopkins CMA and Corangamite CMA.

The original design of the project included a number of stages and outputs (see Appendix 2), with several central elements generated through external consultancies. It was intended to be as inclusive as possible and drew on the considerable level of expertise and experience within regional organisations.

Given the uniqueness of the project and its evolving nature, several elements changed in response to input and experience gained as the project progressed. The methodology for the project that was used included the following elements and their primary and secondary outputs:

Project Development – January to October 2007

1. **High level group** to test the project concept
2. **Investors workshop** to test the project design and generate regional ownership
Primary output: Refinement to the project concept and consultant brief
Secondary outputs: Workshop reports

3. Consultancy - February 2008 – March 2009

Primary outputs

- Desktop Literature Review to act as an audit of coastal planning and NRM
- Priority-setting Methodology(see 1.5.1)
- Stakeholder workshops for professional/technical staff and CEOs/senior managers

Secondary and supporting outputs

- Workshop briefing notes
- Collated organisational 2-page roles and priorities summaries
- Professional and technical staff - Workshop 1&2 Report
- Workshops 1&2 evaluation
- CEO workshop Report and evaluation
- Consultancy final report

4. Working Groups - April-May 2009

Primary output: Regional analysis of priority theme issues, gaps and opportunities.

5. Final Report - June-September 2009

Primary output: the Priority Opportunities for Regional Collaboration

All documents are available on the Board's website.

Key points to note from the overall project methodology include:

- The discrete projects anticipated through the original design were changed to become the Priority Opportunity Statements in this Final Report. This was due to the complexity of reaching agreement on themes and projects between organisations and different levels of participants.
- The project was delayed considerably due to a combination of finalising the priority-setting methodology, evolving project complexity and Board capacity toward the end of the project.

1.5.1 Setting Regional Collaborative Priorities

The *Prioritisation Methodology* developed through the consultancy in 2008 comprised a structured review and assessment process with six key steps required to develop a list of priorities as shown as Figure 3 in in Appendix 2. Key elements include:

Step 1: Understand the stakeholders and their responsibilities (Institutions and Priorities Review)

Step 2: Establish the value of coastal assets

Step 3: Establish the state of the coastal assets and drivers of change

Step 4: Determine responses and priorities

Step 5: Agree on projects

Step 6: Communicate the coastal priorities and review the process

A number of challenges emerged for the application of this methodology in the region, and as a result it was not employed as intended. However, it provides a strong base to work from in refining the 2009-10 process and aligns well with the asset-based approach employed by Catchment Management Authorities and state agencies.

2 Strategic and Policy Context

The strategic context for establishing priorities for coastal planning and NRM is very broad, and includes a number of documents with implications across the 5 themes identified through the project. To avoid duplication in Section 4, the higher order directions of key national, state and regional strategic and policy documents with implications across all five themes are described briefly below. In addition, there are a number of important strategic initiatives underway that will influence activities across the 5 themes. Greater detail is provided in the Literature Review conducted as part of this project.

The implementation of the Coastal Priorities project sits within the following national, state and regional context:

2.1 National Strategic Context

2.1.1 Framework for a National Cooperative Approach to Integrated Coastal Zone Management 2003

The Framework addresses both development and conservation challenges for coastal Australia that are of national scale and scope and sets the scene for national cooperation in managing coastal issues and ensuring effective and complementary arrangements within and across jurisdictions, and to better reflect the interests of coastal stakeholders. The six priority areas addressed in the Framework are:

- integration across the catchment coast ocean continuum
- land and marine based sources of pollution
- climate change
- pest plants and animals
- planning for population change
- capacity building

[The Framework's Implementation Plan](#) seeks nationally cooperative outcomes under the strategic priority areas, implementation objectives and actions to address coastal management issues.

2.1.2 Caring For Our Country

The Caring for Our Country initiative “seeks to achieve an environment that is healthy, better protected, well-managed and resilient, and provides essential ecosystem services in a changing climate.” The National Priority Areas for investment include:

- The National Reserve System
- Biodiversity and natural icons
- Coastal environments and critical aquatic habitats
- Community skills, knowledge and engagement
- Natural resource management in northern and remote Australia.

An annual Business Plan outlines the 5-year outcomes and targets that direct investment for each priority area. The main outcome relevant to the western coast for the 2009-10 Business Plan is:

- Increase the community's participation in protecting and rehabilitating coastal environments and critical aquatic habitats.

2.2 State Strategic Context

2.2.1 Victorian Coastal Strategy 2008

The Victorian Coastal Strategy (VCS) 2008 provides a comprehensive framework for the delivery of ICZM and ecologically sustainable development of Victoria's coast.

The VCS includes a Hierarchy of Principles for coastal, estuarine and marine planning and management, and identifies and responds to three significant issues affecting Victoria's coast that require specific attention:

- Climate Change
- Population and Growth
- Marine Ecological Integrity

Key elements of the strategy, including the Hierarchy of Principles, are enshrined in local planning schemes through the State Policy Planning Framework. The VCS was informed by the 2006 Coastal Spaces Recommendations Report, among other important processes.

2.2.2 Land and Biodiversity at a Time of Climate Change White Paper 2008

The White Paper process commenced in 2007 with explicit recognition of the potential impacts of climate change. A Green Paper released in 2008 highlighted a range of potential issues and the White Paper is due in 2009. It will:

- set the direction for Victorian Government policy and investment priorities in NRM, land health and biodiversity for the next 20-50 years
- consider how environment and natural resource management activity at the regional, catchment, local and farm scale, and on public land, is contributing to Victoria's overall environmental health
- ensure Government policy and investment is responsive to new threats and opportunities.

2.2.3 Moving Forward (Provincial Statement)

Moving Forward provides policy and direction for the growth and development of provincial Victoria in the following areas:

- Stimulating economic activity and attracting more people, jobs and investment
- Delivering infrastructure, skills and industry to drive future growth
- Supporting small towns to capture new opportunities and meet the challenges ahead and
- Working closely with local councils to help regional communities solve problems, manage growth and change, plan for the future and maintain quality and amenity of life.

2.2.4 Victoria's Nature-Based Tourism Strategy 2008-2012

The Strategy will provide a long-term, coordinated approach to policy, planning, sustainable development and marketing of the nature-based tourism sector. It seeks to overcome a number of Issues hindering growth while recognizing the challenge of climate change and the importance of triple bottom line sustainability.

2.3 Regional Strategic Context

Key regional-level strategic documents include the:

- Corangamite Regional Catchment Strategy 2003
- Glenelg Hopkins Regional Catchment Strategies 2003
- Great Ocean Road Regional Strategy 2004
- South West and Central West Regional Coastal Action Plans 2002 and 2003
- South West and Central West Estuaries Coastal Action Plans 2002 and 2005
- G21 Regional Plan 2006
- Anglesea, Glenelg, Lorne, Moyne, Skenes Creek-Apollo Bay and Warrnambool Coastal Action Plans 1999-2004
- Planning schemes of the Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg municipalities.

Many of the above documents are due to be reviewed during 2009/2010.

2.4 Strategic initiatives underway

In addition to the documents mentioned in Section 2.3, the following strategic initiatives are currently underway and have significant implications for the Priority Themes:

2.4.1 Regional Strategic Planning Initiative

This initiative will develop state-wide and regional plans to support the continued growth and prosperity of provincial Victoria in a time of rapid and complex change. It will result in Regional Strategic Plans for the Great South Coast and G21 sub-regions and has three main elements:

- Development of a long-term, state-wide blueprint to manage growth and change in provincial Victoria.
- Support for the ongoing development of 'place-based' regional plans that are integrated with the state-wide blueprint.
- Improvements to the overall processes and governance of regional planning across the State, including greater coordination between all levels of government.

The western coastal region includes both the G21 sub-region and the Great South Coast sub-region. Sub-regional priority statements were submitted to Government in June 2009, with full plans to be developed by the end of 2009. The priorities submitted include:

- | | |
|--------------------|---|
| Geelong G21: | <ul style="list-style-type: none">▪ Refocus our economy;▪ Create sustainable settlements;▪ Strengthen our communities;▪ Protect and enhance our environment;▪ Working together to make it happen. |
| Great South Coast: | <ul style="list-style-type: none">▪ Climate Change / Carbon Pollution Reduction /Renewable Energy;▪ Natural Resource Management;▪ Regional Capacity Building;▪ Infrastructure Improvement;▪ Growing Skills and Jobs |

2.4.2 Future Coasts

The Future Coasts program is the Victorian Government's climate adaptation strategy for the coast. It includes three main outputs:

- Vulnerability mapping of the coastline, including Digital Elevation Modelling
- An audit and vulnerability assessment of built coastal assets
- A coastal planning and policy project to establish appropriate responses

Future Coasts aims to respond to the coastal impacts of climate change by:

- improving our understanding of the physical impacts of climate change on the coast, and what areas of land and assets will be at risk
- improving our understanding of risk assessment and adaptive measures
- developing policy, planning and other regulatory tools to respond to impacts
- building the capacity of local governments, land managers and other decision makers to manage the risks and apply Government policy.

Future Coasts will also act as an "enabler" or a platform on which the complex social issues associated with climate change adaptation can be explored and discussed.

2.4.3 Corangamite Marine and Coastal Biodiversity Strategy

This Strategy is in preparation by the Corangamite CMA and seeks to better identify marine and coastal biodiversity assets and the services they provide within the Corangamite region. The Strategy will also highlight threatening processes associated with assets and potential strategic-level mitigation opportunities. The Strategy has been developed using the principles of DSE's 'asset-based' approach.

The Strategy will be used to support/underpin strategic and targeted investment for coastal biodiversity conservation within the region, through the development of a Strategic Framework and provide an improved understanding of the policy context for coastal biodiversity management.

3 Priority Opportunities for Regional Collaboration

During 2008 the Priorities project conducted a series of regional workshops for stakeholders from a variety of coastal planning and NRM organisations to identify assets, assess threats and identify priority issues to achieve ICZM. Five priority themes emerged from these discussions:

- Identifying and assessing coastal natural and built assets
- Positioning the region to respond to climate change
- Addressing the pressures of population growth and development
- Clarifying roles and facilitating collaborative arrangements
- Improving the awareness and engagement of communities and stakeholders

These themes have been considered to present the most appropriate and timely opportunities for collaborative projects across the region. These themes were explored through a series of Working Groups operating within a structure to provide a clear flow of logic including:

- the issue and the need for action
- strategic context at state and regional level, plus those initiatives that are planned, underway or provide a sound example to learn from
- the opportunity for change, including issues and apparent gaps and the opportunities arising from those issues and gaps
- potential initiatives for the 5 themes for the region that pick up the opportunities, optimal timing and potential collaborators

The Coastal Priorities project has delivered a list of suggested initiatives to deliver on issues arising from those themes. The initiatives all aim to collaboratively develop systems to support consistent decision making around coastal NRM and planning, particularly as the threats of population/development pressure and climate change become more evident. All initiatives will require further work at this stage to be progressed, including explicit support from participating organisations for the capacity and resourcing to give them effect.

There is obvious overlap between several themes and the opportunities they provide. There are likely to be several opportunities to generate higher order projects with outcomes across themes.

The overarching projects that were put forward can be consolidated as follows:

A consistent Asset and Threat Framework (including monitoring of asset condition)

A collaborative research program for

- assets, threats and systems
- climate change impacts
- demographic changes and development pressures

A regional approach to

- climate change response, including the potential for a Coastal Action Plan
- coastal planning, including engagement with the Regional Strategic Planning initiative and TBL assessment of development opportunities
- education and capacity building

Refining the Coastal Priorities process

3.1 Coastal and Marine Natural Assets

The Issue and the need for action

The coastal assets of the western region extend can be categorised according to the triple bottom line values they provide, and include:

- Natural Assets such as land, biodiversity and water
- Built Assets such as buildings, ports, roads, water and energy infrastructure, recreation and tourism infrastructure
- Social Assets such as communities, services, amenity, recreation, cultural heritage
- Economic Assets such as townships/property, industries, transport and primary production

The Coastal Priorities project focuses initially on management and planning for natural assets, and recognises that the full suite of assets present a range of inter-relationships and in many cases are interdependent. Coastal natural assets provide a wide range of values, including the provision of ecosystem services, quality of life, amenity, sense of place and the underpinning for the bulk of coastal economic activity. What constitutes a coastal asset is complicated by the necessarily broad definition of coast in the Victorian Coastal Strategy 2008.

Organisations in the region exhibit strong commonality in the identification of underlying drivers that create pressures on natural assets along the coast, and the factors that limit the effectiveness of our current responses. The major threats identified through this project are strongly aligned with existing strategies and include:

- Climate Change
- Population Growth / Recreation and Tourism
- Pest Plants and Animals
- Land Use Change

While participants recognised the work undertaken by various organisations, there is no well-founded and comprehensive listing of the values of the region's coastal and marine assets, their values and the risks to them. The further absence of a clear framework for these assets makes it difficult to develop a regional program that is based on protecting the highest value assets at highest risk across the various asset classes.

While some work has been completed, the translation of asset-based information into land-use planning and development decision-making presents a significant challenge. At this stage, the scale of information available through current GIS systems cannot be easily used for statutory and strategic planning purposes.

Further challenges include: a lack of rigorous evidence as to what the long-term sustainability of those assets will involve; whether current arrangements are delivering sustainability for those assets; a tendency to conceptualise investment on a project by project basis rather than broad intervention; and a lack of methodology by which to assess the sustainability of development and use pressures across natural, built and social assets.

Outcomes

- Agreed definition and improved understanding of assets, values and associated threats.
- Increased collaborative effort and partnership to improve condition of coastal assets
- Improved regional collaboration to improve linkages between asset frameworks and planning approaches.

Context

Strategic context (State)	
Key strategy/policy	Key sections or outcomes that relate to this theme
Victorian Coastal Strategy	<p>Hierarchy of Principles:</p> <p>Principle 1: Provide for the protection of significant cultural and environmental values.</p> <p>Principle 2: Undertake integrated planning and provide clear direction for the future.</p> <p>Principle 3: Ensure the sustainable use of natural coastal resources.</p> <p>Part 1: Provide for the protection of significant environmental and cultural values</p>
State Planning Policy Framework (Clause 15.08)	<ul style="list-style-type: none"> ▪ Objective: To protect and enhance the natural ecosystems and landscapes of the coastal estuarine and marine environment. ▪ Strategy: Sustainable use, protection and management of environmental and cultural values
Land and Biodiversity Green Paper	<ul style="list-style-type: none"> ▪ outlines nature and extent of the ecological problems and the policy issues we are facing ▪ outlines role of Government and partners in dealing with issues ▪ discusses suggested approaches to address the issues.
Our Environment Our Future	<p>Strategic Direction 1: Maintaining and restoring our natural assets</p> <p>Strategic Direction 2: Using our resources more efficiently</p>
Strategic context (Regional)	
Key strategy/report	Key sections or outcomes that relate to this theme
Glenelg Hopkins Regional Catchment Strategy and associated strategies	<p>Glenelg Hopkins RCS - Catchment description</p> <ul style="list-style-type: none"> - Catchment targets and target setting - Key regional challenges <p>Glenelg Hopkins Native Vegetation Plan</p> <p>Glenelg Hopkins Weed Action Plan</p> <p>Glenelg Hopkins River Health Strategy</p>
Corangamite Regional Catchment Strategy and associated strategies	<p>Corangamite RCS - The region's natural assets</p> <ul style="list-style-type: none"> - Threats to the region's natural assets - Goals and Targets <p>Corangamite River Health Strategy</p> <p>Corangamite Native Vegetation Plan</p> <p>Corangamite Wetland Strategy</p>
Great Ocean Road Region Strategy 2004	<p>The GORRS recognises the value of the region's natural assets.</p> <p>Direction 1: Protect the landscape and care for the environment</p>
Regional Coastal Action Plans	<p>The Central West Regional CAP 2003 sought to protect and enhance the quality and diversity of the region's natural and cultural values. Includes dedicated sections for Biodiversity, Natural and Cultural</p>

	Heritage, Coastal Land and Coastal Waters. The South West Regional CAP 2002 - Section 8.2 Identification of significant regional values.
Regional Estuary Coastal Action Plans	Regional Estuary CAPs provide the planning and management framework for the protection and use of estuaries through estuary management planning. The South West Estuaries CAP 2002 outlines the nature of estuaries and a range of regional estuary management issues such as opening, water and biodiversity. The Central West Estuaries CAP 2005 describes the values of estuaries and issues affecting them, and implementation issues to address assets and threats.
Local Coastal Action Plans	All local CAPs seek to recognise the values of coastal and marine assets and improve their condition. For example, the Glenelg Cap 2004 includes dedicated sections on marine, estuaries, landscape values, pests species and biodiversity.
Local Planning Policy Framework	All local councils in the region have dedicated content in both their Municipal Strategic Statements and Local Planning Policies targeted at the protection of natural and cultural values of the coast. Most asset-based policy is underpinned by MSS Environment sections.
Kooyang Sea Country Plan	Kooyang Sea Country Plan seeks to enhance the recognition of Aboriginal peoples' rights and interests in the use and management of sea country, and to establish frameworks, partnerships and capacity that can facilitate the recognition of the rights and interests of Traditional Owner Groups and the broader Aboriginal community in accordance with their own agreements and protocols.
Shire and land manager environment/land strategies	All local councils and land managers have strategies and strategic plans that seek to protect and manage natural assets. While many are targeted at the entire jurisdiction, some are targeted at the coast. Examples include: <ul style="list-style-type: none"> • Both Warrnambool and Moyne (2005) have an Environmental Sustainability Strategy • Corangamite Environment Strategy 2007 • Land and Environment Management Plan, Great Ocean Road Coast Committee 2006
<i>Other regional initiatives and investigations</i>	
<i>Product</i>	<i>Key outcomes/outputs that relate to this theme</i>
Health of the Catchment Report 2002	This GHCMA report details known condition of the terrestrial and coastal asset classes in the Glenelg Hopkins catchment region. While estuarine assets are included, marine assets are not.
Future directions of Integrated Catchment Research in SW Vic 2003	This report, commissioned for both GHCMA and CCMA in 2003, outlined a range of research challenges and both strategic and enabling actions to progress their resolution.
<i>Initiatives planned/underway</i>	

Initiative	Key outcomes/outputs that relate to this theme
Land and Biodiversity White Paper	The Green Paper is wholly targeted at natural asset issues.
DSE Asset-based Framework	The framework is being developed to provide a consistent approach across the State. The conceptual model combines information about assets, their services and values, threats and the costs of protection, enhancement, or restoration.
Marine Environmental Assets Framework	This project is being proposed by DSE to develop consistent and comprehensive tools and systems for systematically identifying Victoria's marine environmental assets, reporting on their condition and contributing to prioritisation of management actions for investment.
CCMA Coastal and Marine Biodiversity Strategy	This Strategy is in prep by the CCMA and seeks to better identify marine and coastal biodiversity assets within the Corangamite region, as well as the threats they face and potential strategic-level mitigation opportunities. The Strategy has been developed using the principles of DSE's 'asset-based' approach.
Glenelg Hopkins Coastal and Marine Technical Working Group	The Group was established to provide technical input into the prioritisation, development and implementation of coastal, estuarine and marine focused projects that address the objectives of the Glenelg Hopkins Regional Catchment Strategy and other strategic plans with a coastal, estuarine and marine emphasis. The Group oversees the implementation of the South West Estuaries Coastal Action Plan and reports annually to the Western Coastal Board
SWSP Natural Assets Alliance	Established to support and advise the Board of SWSP on issues and projects related to conservation, management and enhancement of the natural assets, biodiversity, coastal environment, agricultural productivity and community amenity.
Glenelg Shire Environment Strategy	Vision - Everyone working co-operatively to manage our natural resources to ensure a future for our communities and the natural environment'

Opportunity for Change	
<i>Issues and apparent gaps</i>	<i>Opportunities arising from issues and gaps</i>
<ol style="list-style-type: none"> 1. Regional prioritisation of coastal planning and NRM related issues is limited by the accessibility of accurate and consistent asset, value and threat information. 2. The efficiency of risk assessment is reduced by inadequate, inconsistent and sometimes inaccurate data. 3. Funding and business proposals lack rigorous location-specific information about assets, and evidence for the threats to the assets they are trying to protect. 4. Definition of the coast is unclear and results in differences in scale and scope of assets, leading to ambiguity and confusion. 5. Staff turnover results in significant loss of corporate knowledge and information 6. Inconsistent data generation, storage and access to data on assets and threats. 7. Inconsistent asset / threat descriptors across regional organisations. 8. Lack of an agreed methodology for asset prioritisation 9. Lack of information on marine systems and assets reinforces terrestrial and estuarine bias 10. Monitoring and reporting on improvements is a particular challenge 11. Natural asset approaches are not consistent with built asset approaches and compromise integration of assets, risk and prioritisation. 	<ol style="list-style-type: none"> A. Development of a comprehensive review, leading to a common framework for coastal and marine asset, value and threat definition, identification, assessment and prioritisation. B. Clarify definition of coast to provide clarity for asset frameworks C. Improved communication between organisations on the description of coastal assets and values D. Develop common data storage, sharing, presentation and reporting principles (location, metadata, update frequency, cost sharing), including consistency of GIS systems E. Improved coastal logical framework content within next generation RCSs, CAPs and associated strategies F. Opportunities for research to improve understanding of system functioning, assets and links between assets and threats, including cumulative impacts. Marine assets and systems present a particular opportunity. G. Monitoring and evaluation approaches can be significantly improved, including development of indicators, early stage monitoring and reporting to inform improvements to natural assets. H. Investigate opportunities to align natural and built asset frameworks to maximise efficiencies.

Potential Initiatives		
Initiative	Opportunities to be progressed	Potential Collaborators
A consistent assets framework for the region	<p>Develop a common framework for the definition, identification, assessment and prioritisation of coastal and marine assets, values and threats that includes</p> <ul style="list-style-type: none"> ▪ A clear definition of “coast” ▪ A review of assets and their values and threats ▪ Common data storage, sharing, presentation and reporting principles (location, metadata, update frequency, cost sharing). Consistency of GIS systems ▪ Investigation of opportunities to align natural and built asset frameworks to maximise efficiencies 	<p>Lead: Corangamite and Glenelg Hopkins CMAs</p> <p>Partners: Local government, CoMs, PV, DSE, WCB</p>
Translating assets information into planning systems	Improve the coastal logical framework content within next generation RCSs, CAPs and associated strategies	<p>Lead: Corangamite and Glenelg Hopkins CMAs</p> <p>Partners: Local government, CoMs, PV, DSE, WCB</p>
Collaborative research	Investigate opportunities for research to improve understanding of system functioning, links between assets and threats, including cumulative impacts.	<p>Lead: Corangamite and Glenelg Hopkins CMAs</p> <p>Partners: Local government, CoMs, PV, DSE, WCB</p>
Monitoring and evaluation	Improve monitoring and evaluation approaches, including development of indicators, early stage monitoring and reporting to inform improvements to the condition of natural assets.	<p>Lead: Corangamite and Glenelg Hopkins CMAs</p> <p>Partners: Local government, CoMs, PV, DSE, WCB</p>

3.2 Climate Change Response

The issue and the need for action

The issue of climate change has rapidly evolved from being barely on the policy radar just 5 years ago, to being considered one of the priority threats to environmental, social and economic values across Australia. Response and adaptation mechanisms are being driven largely by State and national interests and jurisdictions, with local and regional stakeholders looking for opportunities to engage.

The VCS 2008 states that “over the medium to long term, climate change poses real and serious threats to our coast. During this century, it is likely the Victorian coastline will be impacted by sea level rise and increased frequency and severity of storm events leading to inundation and erosion. It is also predicted that higher temperatures will increase bushfire risk along the coast, and increased sea temperatures, changing sea currents and further acidification of the ocean will affect the marine environment.”

Participants of the Priorities workshops in late 2008 believed that climate change is a key driver for change along the western coast, and will generate the abovementioned interrelated pressures on coastal assets and values.

Additional pressures include the likelihood of extremes in rainfall patterns, temperatures and other elements of climate, as well as changes in human behaviours such as residential and tourism choice. South-western Victoria would appear to be more resilient against future climate change impacts than elsewhere along the western coast - and Victoria generally – though development pressures are expected to increase due to perceived water security.

There is significant overlap between the issue of climate change and that of another priority matter for the western Victorian coast: population changes and development pressure. For example, the security of water and food will become both a pressure and an opportunity for planning for future populations and land uses.

There is a high likelihood that climate-induced pressures will adversely affect high value assets as follows:

- coastal erosion, recession and inundation impacting public and private land
- habitat change and adverse effects on terrestrial and aquatic ecosystem functionality and species
- Indigenous and European cultural heritage
- physical damage to built infrastructure - both public and private
- reduction in associated services and recreational and tourist values
- changes in productivity of ecosystems and land use e.g. agriculture and fisheries

Climate change provides a level of complexity that challenges traditional temporal and spatial approaches. There is a range of potential implications that are not well understood, such as the impact of coastal acid sulphate soils in a changed climate. Impacts are expected to challenge the viability of regional economies and the resilience of communities. The way in which communities are equipped to deal with climate, as a whole and as individuals, will be critical. This issue is also about adaptation to climate change and understanding the implications of mitigating strategies such as carbon sinks, green energy and the development pressures they bring.

It is imperative that planning at all levels is cognisant of the fact that climate change will continue well into the future, beyond the horizons reflected in many policies (such as planning for 0.8m sea level rise to 2100 in the Victorian Coastal Strategy 2008).

Outcomes	
<ul style="list-style-type: none"> ▪ The region will respond and adapt to emerging climate-related risks and opportunities in a coordinated and collaborative manner. ▪ Opportunities to forge partnerships with other programs and initiatives are maximised. 	
Context	
Strategic context (National)	
Strategy/policy	Key outcomes that relate to this theme
National Climate Change Adaptation Framework	<ul style="list-style-type: none"> • Seeks to reduce the risks of climate change impacts and realise any opportunities. In the medium term (5-7 years), targeted strategies in this Framework will build capacity to deal with climate change impacts and reduce vulnerability in key sectors and regions. • Section 2.2 Coastal Regions
Framework for a National Cooperative Approach to ICZM	<p>Objective to 'improve understanding of the impacts of climate change on the coastal zone'.</p> <p>Action 3.1.2 to 'build a national picture of coastal zone areas that are particularly vulnerable to climate change impacts to better understand the risks and interactions with other stresses in the coastal zone'.</p>
National Coastal Vulnerability Assessment	<ul style="list-style-type: none"> ▪ identify the risks to Australia's coastal zone from climate change (including the implications of sea-level rise); ▪ provide decision makers with a better understanding of the potential risks; and ▪ identify priority areas for research.
Strategic context (State)	
Strategy/policy	Key sections or outcomes that relate to this theme
2008 Victorian Coastal Strategy (VCS)	<p>VCS includes a suite of outcomes, policies and actions relevant to this theme. In particular, the strategy seeks to address the issue of climate change by:</p> <ol style="list-style-type: none"> 1. Applying a policy of planning for sea level rise of <i>not less than 0.8m</i> by 2100. 2. Completing, as a matter of urgency, a coastal vulnerability study and incorporating the findings into relevant policy, planning and management frameworks. 3. Establishing a climate change scientific research and data system and ensuring planning and management frameworks and actions respond quickly to the best available current and emerging science.
State Planning Policy Framework (SPPF) (Clause 15.08)	<p>The SPPF seeks to plan for and manage the potential coastal impacts of climate change. It outlines a range of strategies for managing coastal hazards and the coastal impacts of climate change including planning for a 0.8m sea level rise, and ensuring that development accounts for the combined effects of storm tides, river flooding, coastal erosion and sand drift. It directs that the precautionary principle should be applied to planning and management decision-making when considering the risks</p>

	associated with climate change.
Ministerial Direction No. 13: Managing Coastal Hazards and the Coastal Impacts of Climate Change (2008)	<ul style="list-style-type: none"> ▪ Sets out the general requirements for consideration of the impacts of climate change within coastal Victoria as part of an amendment which would have the effect of allowing non-urban land to be used for an urban use and development. ▪ Supported by General Practice Note of same name
2006 Coastal Spaces Recommendations Report	Climate change and its effects are cited as 'a significant challenge for many coastal settlements'. This report led to the adoption of a precautionary approach for land use and development in potentially vulnerable areas, as expressed in both the SPPF and the 2008 VCS.
Land and Biodiversity at a time of Climate Change Green Paper 2007	Victorians respond and adapt to climate and environmental change
Western Region Sustainable Water Strategy (DSE)	After analysing all aspects of water management in the region, the Strategy will explore what other actions should be pursued over the next 50 years to secure the region's water supplies in the face of drought and climate change.
Strategic context (Regional)	
Strategy (reference)	Key sections or outcomes that relate to this theme
Corangamite Regional Catchment Strategy 2003 and CCMA Annual Report 2007/2008	<p>The 2003 Corangamite RCS cites climate change as a 'moderate' threat and is 'less important due to the inability to alter climate change and variability'.</p> <p>This position was updated in CCMA's 2007/08 Annual Report, which stated that "...climate change is the most important strategic challenge facing natural resource management."</p>
Glenelg Hopkins Regional Catchment Strategy 2003 - 2007	The GHCSMA RCS identifies climate change as a major threat to coastal areas and assets. The strategy defers to the VCS and the SW Victoria Regional and Estuaries Coastal Action Plans for response to all threats to the coast, and highlights the need for integrated action across all sectors to ensure effective management of all assets. Resource Management Action Target 23 identifies a need to undertake further investigation to determine the best response for the protection of biodiversity.
State Planning Policy Framework	Section 15-08 Coastal areas has been updated to reflect the content of the VCS 2008.
Municipal Strategic Statements and Local Planning Policy Frameworks	Planning schemes in the region vary in their recognition of and approach to climate change. This area is evolving rapidly.
Coastal Action Plans	<p>Recognition of climate change in Regional CAPs is generally limited to sea level rise issues.</p> <ul style="list-style-type: none"> ▪ The Central West Regional CAP 2003 notes the importance of integrating land management in response to future climate change ▪ The Central West Estuaries CAP 2005 includes Section 5.8 Sea Level Rise that identifies effects and a range of measures to respond. ▪ South West Regional CAP 2002 noted that the hazards for development close to the coast include potential impacts from

	<p>predicted sea level rise.</p> <ul style="list-style-type: none"> ▪ South West Estuaries CAP 2002 identifies best practice management strategy options for sea level rise in Section 2.9 in Appendix d.
2004 Great Ocean Road Regional Strategy (review imminent)	GORRS identifies climate change as a threat to the region and defers to the Victorian Greenhouse Strategy 2002.
<i>Other regional initiatives and investigations</i>	
<i>Product</i>	<i>Key outcomes/outputs that relate to this theme</i>
Flood studies	<p>North Warrnambool Flood Study</p> <p>South Warrnambool Flood Study Draft Report</p> <p>Port Fairy Flood Study</p>
<i>Relevant/related initiatives that are planned or underway</i>	
<i>Project</i>	<i>Potential implication for this theme</i>
Victorian Climate Change White Paper 2009	<p>A Green Paper has been released that proposes ways for Victoria to reduce greenhouse gas emissions, adapt to the impacts of climate change and become a leading low carbon economy. The key priorities with coastal implications is:</p> <ul style="list-style-type: none"> ▪ Support private action to adapt to a changing climate, and undertake adaptation actions on behalf of the Victorian community to protect the environment, key public assets and manage major public risks
Victorian Climate Change Adaptation Program	The VCCAP is a research program led by DPI to ensure Victoria's agricultural industries can adapt to a changing climate. It aims to increase the knowledge and capabilities of government, the agriculture sector and farming businesses to undertake sound and informed planning and policy decision that maximise the benefits and minimise the economic, social and environmental costs of climate change.
Future Coasts	Planning for coastal impacts and guiding the development of adaptation responses at a regional and local scale. See Section 2.4.2.
CCMA Marine and Coastal Biodiversity Strategy	Strategy will highlight climate change as a threat to coastal biodiversity assets in terms of the nature of impact, as well as potentially the assets most at risk and some attempt to detail (broadly) the extent of likely impact.
Regional Strategies	<p>The G21 Regional Plan policy responses are to Respond to climate change.</p> <ul style="list-style-type: none"> • Use water resources more efficiently. • Maintain and restore our natural assets. • Reduce our everyday environmental impact. • Demonstrate environmental leadership.
Victoria Flood Management Strategy 1998 (currently under review)	The Strategy is being reviewed to consider impacts of climate change.

Opportunity for Change	
<i>Issues and apparent gaps</i>	<i>Opportunities arising from issues and gaps</i>
<ol style="list-style-type: none"> 1. Uncertainty of scale, linkages and complexity of potential coastal impacts 2. Coast, estuary and marine managers do not perceive they are equipped with appropriate risk management, decision making or knowledge to respond to climate threats 3. Future Coasts: Lack of understanding of the intended outputs/ outcomes of the project. High expectations on it to deliver much of the necessary knowledge and tools to use such knowledge. 4. The translation of state programs (e.g. Future Coasts) at local municipality level is not clear. 5. Many “what if” scenarios are currently being proposed, but there is an absence of effective tools to start to investigate possible results of these scenarios 6. Lack of clear state and regional coordination resulting in a lack of clarity of opportunities for regional initiatives. 7. Lack of assistance/clarity/guidance to assess impacts and make decisions to deliver sustainability now in the face of evolving awareness and understanding. 8. Lack of understanding of socio-economic base of coastal communities 9. The current suite of strategies and methods for engaging with communities are not adequate to engage proactively. 10. Current flood management approaches do not recognise climate change impacts on flood behaviour. 11. Managing community expectations for responding – how will we pay for it? Will govt fix it? Sharing responsibility? How do we provide alternative strategies e.g. acquisition of inappropriate land? 12. Future competition for suitable land, food and water security. 13. Lack of understanding of impacts and scepticism, including recognition that climate change impacts will extend beyond 2100. 14. Habitat squeeze: Decision-making 	<ol style="list-style-type: none"> A. A regional collaborative approach regarding the potential outlook, implications and appropriate responses to climate change impacts. This includes developing an increased understanding of the outputs and outcomes of state and regional programs such as Future Coasts, and pooling the thinking around the future challenges and decisions that agencies will face (possibly led by SWSP) B. Ensure that new and existing decision making mechanisms can respond to the evolution and development of understanding of climate risk and opportunities. C. Investigate and establish an implementation process to ensure regional stakeholders are positioned to implement the findings of Future Coasts. D. Local Govt would benefit from 1 or 2 pilot studies – to build up adaptation framework, how to tackle issues, inform decision making etc . (e.g. Dutton Way in Glenelg Shire) E. Case study information to start to answer some of the “what if” scenarios regarding climate change threats F. Research into the vulnerability of built, social and natural assets in the face of climate change and how agencies could help promote greater resilience to better withstand the challenges that they will collectively face. Ensure that impacts to marine environments and productivity, and terrestrial habitats are included. G. Review and where necessary revise the legal, planning and technical tools that will need to be amended or augmented to respond to climate change impacts in collaboration with Future Coasts. This may include the need for land buy-back and purchase in coastal areas. H. Improve clarity around the roles and responsibilities of who is responsible for climate change adaptation.

<p>frameworks do not explicitly deal with climate change risk.</p> <p>15. Lack of engagement with indigenous communities in planning for climate change.</p> <p>16. Marine environment and productivity impacts are not well understood e.g. fisheries and aquaculture.</p> <p>17. Lack of understanding of the impacts of climate change on acid sulphate soils.</p>	<p>I. Engagement of indigenous communities in discussion to appropriate understanding and response</p> <p>J. Ensure that there is broad engagement with local government and key stakeholders to develop and implement programs such as Future Coasts.</p> <p>K. Build knowledge in community about potential outlook, impacts and opportunities, and build capacity to proactively contribute to, develop and implement initiatives</p> <p>L. Consider the development of a Climate Change Coastal Action Plan</p> <p>M. Undertake research into the impact of climate change on acid sulphate soils</p>
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Potential Initiatives		
Initiative	Opportunities to be progressed	Potential Collaborators
A regional approach to climate change response	<p>Develop a regional collaborative approach regarding the potential outlook, implications and appropriate responses to climate change impacts. This would include:</p> <ul style="list-style-type: none"> ▪ Developing an increased understanding of the outputs and outcomes of state and regional programs such as Future Coasts, and pooling the thinking around the future challenges and decisions that agencies will face (possibly led by SWSP) ▪ Ensuring that new and existing decision making mechanisms can respond to the evolution and development of new knowledge around climate risk and opportunities ▪ Establishing an implementation process to ensure regional stakeholders are positioned to implement the findings of Future Coasts. ▪ Investigating opportunities for adding value and filling gaps. ▪ Reviewing and (where necessary) revising the legal, planning and technical tools to respond to climate change impacts (in collaboration with Future Coasts). This may include the need for land buy-back and purchase in vulnerable coastal locations. ▪ Improving clarity around the roles and responsibilities for responses to climate change. 	<p>Lead: RMF, G21, Great South Coast, South West Sustainability Partnership</p> <p>Partners: All</p>
ICZM at a time of Climate Change CAP	Investigate the feasibility of developing a Coastal Action Plan for the western coast that sets a framework for coastal response to climate impacts.	<p>Lead: WCB/VCC</p> <p>Partners: All</p>
Climate change education and engagement	<p>Develop an agreed approach to educating and engaging stakeholders and community members about climate change, including:</p> <ul style="list-style-type: none"> ▪ Broad engagement with local government and key stakeholders to develop and implement programs such as Future Coasts. <ul style="list-style-type: none"> • Building knowledge in community about the potential outlook, impacts and opportunities, and building capacity to proactively contribute to, develop and implement initiatives ▪ Engagement of indigenous communities in appropriate understanding and response 	<p>Lead: DPI/DSE</p> <p>Partners: All</p>

<p>Climate change research and Investigation</p>	<p>Develop a collaborative, comprehensive climate research program that includes:</p> <ul style="list-style-type: none"> ▪ Vulnerability of built, social and natural assets in the face of climate change ▪ Promotion of greater resilience to better withstand the challenges faced by agencies ▪ A pilot study looking at impact on abalone/lobster offshore of Pt Campbell ▪ Establishment of an implementation process to ensure regional stakeholders are positioned to implement the findings of Future Coasts. ▪ Assessment of the impact of climate change on acid sulphate soils. ▪ Case study information to build up adaptation framework, how to tackle issues, inform decision making etc and start to answer some of the “what if” scenarios regarding climate change threats e.g. Dutton Way in Glenelg Shire in advance of Future Coasts data 	<p>Lead: DSE/DPI</p> <p>Partners: All</p>
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3.3 Population Change and Development Pressures

The Issue and the need for action

Population changes and resulting development pressure in the wetland coastal region are tremendously diverse, providing a highly complex suite of issues and challenges for regional approaches and collaboration.

The Victorian Coastal Strategy describes “unprecedented population growth along the coast”, combined with increasing levels of coastal tourism and recreation demands. However, it is important to note that coastal populations are not growing uniformly along the coast, and in some places are in decline. Population increases along the coast are due to myriad factors, from people seeking a ‘sea change’/coastal lifestyle, to those seeking water security or fleeing politically unstable regions overseas. Population decreases are equally complex and less recognised, such as loss of youth and professionals in regional areas. The ageing population, the increased value of coastal properties and the trend to reduce liabilities such as holiday houses during ‘hard’ financial times are also mitigating factors in the coast’s changing demographics.

Collectively these trends can result in benefits including more sustainable local economies and improved infrastructure and services. However, the trends also result in negative impacts as outlined in the VCS, such as biodiversity and habitat loss; degraded coastal ecosystems, waters and wetlands; accelerated coastal erosion; loss of cultural heritage and productive agricultural land; compromised character and social cohesion and resilience of coastal settlements.

The regional impacts of coastal population change include pressures for increased (or different) residential, social, tourism and recreational development. Additional complexity arises through growth rates, visitation rates and the non-resident occupancy rates experienced across different parts of the region with additional implications for infrastructure provision, property prices and housing affordability and neighbourhood and community cohesion. Factors arising from demographic change, including retirement migration and mobility of population, are expected to lead to a significantly different cross section of ‘communities’ into the future and will vary from place to place. These affect the ability of responsible agencies to provide adequate infrastructure and services (especially given the ageing population), and to protect the values of natural, social and economic assets.

Population and development pressures also manifest as demand for energy and services remote from the site of production and generation. There is an increasing interest in wave, gas, wind and geothermal energy in the region to meet local and state-wide demands. The positive implications of these include the jobs created and flow on benefits for communities; the region has a key opportunity to facilitate the net community benefit of this development.

Pressures due to increased tourism are difficult to manage, as are the marketing/messages that create expectations about what people can do and experience in the region. Nonetheless, it is likely that the increasing demand for nature-based tourism will continue to have impact on environmental values along the coastal strip and surrounding hinterland areas.

Many factors impact on the liveability of the region’s coastal areas. Key pressures such as population, development and coastal climate change are interrelated and have a variety of implications. This is well recognised, and has seen the development of a range of collaborative planning activities such as the Great Ocean Road Region Strategy in 2004. More recently, Government has commenced two sub-regional plans for the Great South Coast and G21 Geelong Region to guide responses at the regional and local level.

Overarching current responses to population change and development pressure is the Victorian Coastal Strategy 2008, which seeks to ensure population growth and increased visitation do not cause an unsustainable use of coastal resources.

Outcomes	
<p>The following outcomes draw on the Victorian Coastal Strategy 2008:</p> <ul style="list-style-type: none"> ▪ Changes in coastal populations and visitation results in a sustainable use of coastal resources, and the impacts are well understood ▪ Population change and visitation respects the unique values and character of coastal areas and coastal settlements ▪ Understanding and capacity of communities, decision makers and planners/managers is adequate to respond to future patterns of change ▪ Nature based tourism opportunities do not adversely impact other values 	
Context	
Strategic context (State)	
Strategy/policy	Key sections or outcomes that relate to this theme
2008 Victorian Coastal Strategy (VCS)	<p>The VCS 2008 identifies population and growth as a significant coastal issue that requires specific attention and includes a suite of outcomes, policies and actions relevant to this theme. In particular, the strategy seeks to address the issue of population and growth by:</p> <ol style="list-style-type: none"> 1. Planning and managing for coastal population growth and increased visitation so that impacts do not cause an unsustainable use of coastal resources. 2. Balancing growth and visitation with the need to respect the unique values and character of coastal areas and coastal settlements. 3. Strengthening community understanding and capacity to respond to future patterns of change, particularly those communities experiencing rapid change. <p>The Hierarchy of Principles directs that “development on the coast (must be) located within existing modified and resilient environments where the demand for development is evident and the impact can be managed.” This is providing that the earlier principles of protection of significant environmental and cultural values, integrated planning providing a clear future direction and sustainable use of coastal resources have all been achieved.</p>
State Planning Policy Framework (Clause 15.08 etc)	<p>The SPPF seeks to achieve development that provides an environmental, social and economic balance and includes a range of strategies for population growth and sustainable development, including enshrining the VCS’s Hierarchy of Principles in all Municipal Strategic Statements. Strategies seek to address issues relating to:</p> <ul style="list-style-type: none"> • Clear boundaries around settlements, directing growth to where it can be accommodated and restructuring old and inappropriate subdivisions to reduce development impacts on the environment. • Diversity of settlement types and a range of housing, economic opportunities and services

	<p>Reducing demand for urban sprawl and avoiding linear sprawl along the coast, and avoiding development on ridgelines, primary coastal dune systems and low lying coastal areas.</p> <ul style="list-style-type: none"> • Ensure a sustainable water supply, stormwater and sewerage treatment for all development, and ensure that discharge is minimised and of adequate quality to avoid environmental impact. • Ensure that development is sensitively sited and designed and respects the character of coastal settlements, and takes advantage of ecological sustainable design techniques.
Moving Forward	See 2.2.3
Coastal Spaces Recommendations Report 2006	<p>Coastal Spaces identified coastal population growth, with demographic change as a major threat to the sustainability and inherent character of coastal towns. The Coastal Spaces initiative made a series of recommendations under 4 primary themes:</p> <ul style="list-style-type: none"> • Clarifying the strategic outlook for settlements, including the development of the Coastal Settlement Framework, the need for individual settlement planning and for clear settlement boundaries • Protecting spaces between settlements by incorporating the Coastal Spaces Landscape Assessment Study into planning schemes and implementing new rural zones • Managing hotspots including old and inappropriate subdivisions, Large scale residential/leisure developments, coastal acid sulfate soils, public land recreational nodes identified environmental and development 'hotspots', • Capacity building for Councillors and planning professionals
Melbourne @5 Million - DPCD	<i>Melbourne @ 5 Million</i> outlines the implications of new growth projections for Melbourne's future settlement pattern and will be implemented with Melbourne 2030. It has significant implications for regional areas through tourism, visitation and desires for development and service provision.
Victoria's Nature-Based Tourism Strategy 2008-2012	Direction 2 – Planning and managing sustainable destinations See further detail in 2.4.2
Strategic context (Regional)	
Strategy	Key sections or outcomes that relate to this theme
Corangamite Regional Catchment Strategy 2003 - 2008	6.3 Threats to the Regions Natural Assets identifies Impacts of human activities, particularly due "to greater numbers and demand along the coast as key threat to region's natural assets .
Glenelg Hopkins Regional Catchment Strategy 2003-07	The GHCOMA RCS identifies inappropriate development, increasing visitor numbers and urban encroachment as being major threats to coastal assets. The strategy defers to the VCS and the SW Victoria Regional and Estuaries Coastal Action Plans for response to all threats to the coast, and highlights the need for integrated action across all sectors. Regional Management Action Targets (RMAT)
Local Planning Policy	All local councils in the region have dedicated content in both their

Framework	Municipal Strategic Statements and Local Planning Policies targetted at the coast. While there is significant commonality, differences exist between councils in the way coastal development is guided. For example, the Surf Coast MSS contains dedicated strategies for coastal areas and for growth and development in each settlement, and is supported by Local Policy 22.01 Coastal Development Policy.
Coastal Action Plans	<p>The region's CAPs have all been developed in response to the development pressures experienced by and forecast for the coast, and obligations to work towards achieving the ecologically sustainable development of the coast. They identify population and development issues for both natural and urban areas.</p> <p>Regional CAPs include dedicated sections on development:</p> <ul style="list-style-type: none"> ▪ CW Regional CAP – 3.6 Human Settlement ▪ SW Regional CAP – 8.5 Development along the coast <p>Estuary CAPs identify land use and development pressure as regional issues and outline options for planning and managing estuaries in response.</p> <p>Local CAPs identify a broad suite of development pressures and actions to address issues within natural and built environs.</p>
Great Ocean Road Regional Strategy (review planned for 2009)	<p>The 2004 GORRS recognised the GOR region needs a long term strategy for managing and integrating development and providing infrastructure. It focuses on the sustainable development of the region through balanced and managed growth of selected towns.</p> <p>Direction 2: Manage the growth of towns</p> <p>Direction 3: Improve the management of access and transport</p> <p>Direction 4: Encourage sustainable tourism and resource use.</p>
Geelong Region Strategy - G21	<p>The G21 Regional Plan recognizes that population is growing, changing and will be significantly older than the rest of Australia, and that current and forecast growth is placing pressure on the natural and built environment. It outlined a range of directions, including:</p> <p>Direction 2: Create sustainable settlements and a series of policies:</p> <p>2.1 - Minimise the amount of land used for urban development</p> <p>2.2 - Create a network of well-designed, safe and healthy communities</p> <p>2.3 - Achieve efficiency in people and freight movement</p> <p>2.4 - Provide land for industry and commerce</p>
Regional Tourism Action Plan	<p>The major opportunities for tourism development in the Great Ocean Road region are:</p> <ul style="list-style-type: none"> ▪ Building upon the supply of high quality tourism product that enhances nature-based and touring experiences; ▪ Encouraging visitor dispersal and yield across the region; and ▪ Realising the priority actions in <i>Victoria's Nature based Tourism Strategy 2008–2012</i>.

Other regional initiatives and investigations	
Product	Key outcomes that relate to this theme
Major development proposals	<p>The region has a diversity of major development proposals that create and respond to development pressures:</p> <p>Housing proposals Major housing proposals are focused in the east of the region:</p> <ul style="list-style-type: none"> ▪ Armstrong Creek development in City of Greater Geelong is adjacent to boundary of the Surf Coast Shire. It will provide housing for 55,000 to 65,000 people. ▪ Spring Creek west of Torquay has been subject to a strategic planning process to facilitate an additional 14,000 people. ▪ North Torquay rezoned in 2009 to facilitate housing for 6,000. <p>Industrial proposals Major industrial proposals are focused in the south west:</p> <ul style="list-style-type: none"> ▪ Wind farm developments in Corangamite, Moyne and Glenelg Shires e.g. Newfield farm at Port Campbell ▪ Woodchip facility expansion at the Port of Portland ▪ Wave energy investigation off the Portland coast <p>Tourism proposals</p> <ul style="list-style-type: none"> ▪ Loch Ard Interpretive Centre ▪ Apollo Bay Harbour redevelopment
Relevant/related initiatives that are planned or underway	
Project	Potential implication for this theme
Sub-regional Strategies	Sub-regional strategies for the G21 and Great South Coast regions provide the sub-regional input to the State and Regional Strategic Planning Initiative. See 2.4.1.
Future Coasts	<ul style="list-style-type: none"> ▪ Built Assets audit ▪ Planning and Policy Issues Paper

Opportunity for Change	
<i>Issues and apparent gaps</i>	<i>Opportunities arising from issues and gaps</i>
<ol style="list-style-type: none"> 1. It is difficult to balance conservation of coastal assets while providing for their sustainable use. 2. Absence of clear methodology to assess the sustainability of population change and development proposals. 3. The coast is at risk of being loved to death. 4. Ability of the new rural zone to provide sufficient flexibility and direction to deliver appropriate development for coastal peri-urban and hinterland areas. 5. Current strategic and statutory planning tools and approaches are not adequate to assess and manage pressures in a demonstrably sustainable manner. 6. Population changes / development pressures vary across the region eg Surf Coast growth vs Port Campbell viability 7. Emerging recognition of social values and attributes that constitute sustainable communities 8. Balancing local social values with broader regional and state community aspirations 9. Unclear linkages between natural resource management and coastal planning mechanisms eg fire and water 10. Lack of understanding of growth within growth nodes and effects on coastal assets 11. Additional complexity introduced by climate change and the introduction of longer term climate –related thinking into shorter term decision making 12. Strong policy support for appropriate development but a lack of policy guidance around what appropriate development is and how to deliver it in a sustainable way. 13. Potential duplication of effort in addressing population change and development pressure issues 14. Different coastal values understanding and appreciation within and between communities 15. Influx of new settlers with a lack of coastal experience 	<ol style="list-style-type: none"> A. Development of a methodology to assess the sustainability of population/visitation changes and resulting development pressures, including impacts on coastal communities B. Support for Regional Planning Initiative and DPCD to develop a coordinated approach to sustainably manage continuing population change, visitation and development C. Map where development pressures are in relation to coastal assets D. Identify inconsistencies and contradictions within and between relevant coastal strategies across the region in relation to sustainability, with appropriate capacity. E. Effective translation of strategic coastal planning and policy into planning schemes and decision making tools F. Establish research into regional population changes, social cohesion and development pressures to meet planning and management needs. G. Integration between councils based on agreed templates to ensure a consistent and coordinated approach for incorporating strategies into planning schemes H. Better sharing of information across agencies to support planning and decision making I. Improve linkages between NRM and coastal planning capacity building and education of stakeholders and the wider public (inc new councilors and new settlers) to ensure appreciation of the importance of coastal assets and planning and management approaches J. Ensure linkages between regional planning mechanisms to provide basis for a robust and effective suite of <u>regional</u> responses K. Promote and facilitate appropriate tourism, land use and development L. Provision of adequate policy support to facilitate appropriate development opportunities

Potential Initiatives		
Initiative	Opportunities to be progressed	Potential Collaborators
Coastal engagement with RSPI and a dedicated mechanism for input	Work with DPCD Regional Strategic Planning Initiative (RSPI) to ensure a coordinated approach to coastal population change, visitation and development	Lead: Barwon SW Regional Managers Forum Partners: All
Improved regional and local planning	Develop a regional approach to coastal planning which includes: <ul style="list-style-type: none"> ▪ Identifying inconsistencies and contradictions within and between relevant coastal strategies across the region ▪ Ensuring linkages between regional planning mechanisms to provide the basis for a robust and effective suite of <u>regional</u> responses ▪ Identifying issues-based opportunities for collaboration for translation of strategic directions into planning schemes and sharing information, with appropriate capacity. ▪ Improving linkages between NRM and planning ▪ Developing and getting agreement on templates to ensure a consistent and coordinated approach for incorporating strategies into planning schemes and decision making tools. 	Lead: DPCD Partners: DSE, WCB, Local government
Regional education and capacity building	Develop regional knowledge and capacity regarding sustainable coastal planning and management including: <ul style="list-style-type: none"> ▪ Better sharing of information across agencies to support planning and decision making ▪ Capacity building and education of stakeholders and the wider public (inc new councillors and new settlers) to ensure appreciation of coastal assets and planning and management approaches ▪ A kit for new settlers regarding protection/ sustainable use of coastal values/ resources, targeted at the different populations moving to the coast 	Lead: WCB Partners: DSE, DPI, local govt, DPCD, CMAs

<p>TBL assessment of development opportunities</p>	<p>Assess the sustainability of population/visitation changes and resulting development pressures, enabling appropriate development opportunities. This includes:</p> <ul style="list-style-type: none"> ▪ Mapping the location of development pressures in relation to coastal assets and impacts on coastal communities ▪ Defining and communicating what is meant by “appropriate” development ▪ Providing adequate policy support to facilitate appropriate development opportunities ▪ Identifying appropriate locations for nature-based tourism development and applying appropriate controls to recognise these. 	<p>Lead: DPCD, Partners: DSE, Local Govt, CMAs, WCB</p>
<p>A regional coastal priorities research program</p>	<p>Undertake an annual process of collaboratively agreeing to priorities for investment in coastal NRM planning and management projects. This will include undertaking research into regional population changes, social cohesion and development pressures to meet planning and management needs, and sharing of findings of this research.</p>	<p>Lead: Deakin Uni Partners: WCB, DPCD, CMAs, local govt</p>

3.4 Roles and Collaboration

The need for action	
<p>It is well recognised that the coast is a highly complex operating environment, and that many different agencies have responsibility for managing coastal assets, providing the range of services across the coast and undertaking statutory and strategic planning. Given the likelihood that substantial reform of current legislative and institutional arrangements is unlikely to occur in the short to medium term, it is reasonable to assume that a high degree of complexity is likely to persist.</p> <p>The range of people involved in coastal planning and NRM across the region display a range of awareness and understanding of the roles and responsibilities for coastal management in the region. Where similarities exist between the roles of organisations, or where responsibility or accountability is shared, the benefits of actions and outcomes can be compromised.</p> <p>Feedback from user groups and the public also indicates a sense of confusion, frustration and a perceived lack of clear accountability for managing coastal, estuarine and marine assets and responsibility for action. There is an opportunity to improve this knowledge and understanding and promote clear and effective responses to priority issues and threats, and to improve collaboration on issues.</p> <p>The intention of stakeholders in identifying this theme as a priority is to clarify, confirm and communicate the roles of the multiple agencies involved in coastal planning and natural resource management and develop and implement collaborative arrangements that deliver on collective obligations.</p>	
Outcomes	
<ul style="list-style-type: none"> ▪ Coastal planners and natural resource managers have an improved understanding of who the various organisations are, and their respective roles/ responsibilities in coastal management ▪ Improved delivery of collective obligations ▪ Increased effectiveness of organisational and project collaborations, funding proposals and other initiatives 	
Context	
Strategic context (State)	
Key strategy/policy	Key sections or outcomes that relate to this theme
Victorian Coastal Strategy 2008	Implementation and coordination p67-69
Land and Biodiversity at a time of Climate Change Green Paper	Chapter 6.3 – Improving catchment management <p style="text-align: center;">Improve integration and collaboration between catchment, coastal and marine programs</p> Chapter 11.1 – The integrated catchment model
Securing Our Water Future Together White Paper	Chapter Seven: An Innovative and Accountable Water Sector

Strategic context (Regional)	
Key document	Key sections/outcomes that relate to this theme
Coastal Action Plans	SW Regional CAP – Section 8.6: Agency Management Processes CW Regional CAP – Regional objectives <ul style="list-style-type: none"> ▪ 3.1 Integrated Coastal Zone Planning and Management Local CAPs – various sections apply
Glenelg Hopkins Regional Catchment Strategy and associated strategies	RCS Chapter 6 – Integration Tools RCS Chapter 7 – Implementing the Strategy
Corangamite Regional Catchment Strategy and associated strategies	RCS Chapter 11 – Opportunities for partnership RCS Chapter 12 – NRM arrangements in the region
Central Region Sustainable Water Strategy	Chapter 5 – Delivering the Strategy
Great Ocean Road Region Strategy	Chapter 2 – Implementation, including Implementation Committee
G21 Geelong Region Plan	Policy 5.2 - Work together to deliver region-wide community benefits
Other regional initiatives and investigations	
Product	Key sections/outcomes that relate to this theme
Barwon SW Regional Managers Forum	<ul style="list-style-type: none"> ▪ Encourages cooperation between departments and with councils; ▪ Works with statutory authorities, businesses and local communities to set and deliver key priorities.
Roles and Responsibilities of Stakeholders on Victoria's west coast, 2001	<ul style="list-style-type: none"> ▪ Stage One involved collation of existing information on roles and responsibilities of stakeholders on the West Coast of Victoria. ▪ Stage Two involved an assessment of the working roles of these agencies as a basis for identifying issues and proposing future directions for more integrated coastal planning and management.
South West Sustainability Partnership	The SWSP Charter identifies Information and knowledge sharing and joint strategic planning as partnership outcomes
Glenelg Hopkins Coastal and Marine Technical Working Group	Role includes improve inter-agency coordination and communication in the coastal & marine zone
Local/theme networks	WGC Sustainability Research Network DPCD Regional Planners Forums

Initiatives planned / being developed	
Initiative	Key outcomes/outputs that relate to this theme
Regional and State Planning Initiative, RDV	Section 3: Implementing and Managing Regional Strategic Plans
Western Region Sustainable Water Strategy	As per Our Water Our Future White Paper

Opportunity for Change	
Issues and apparent gaps	Opportunities arising from issues and gaps
<ol style="list-style-type: none"> 1. Interpretation of the definition of coast, estuary and marine areas varies considerably. 2. Great variation in the degree of understanding of roles and responsibilities between regional stakeholders 3. Lack of recognition that awareness and recognition of organisational roles is inextricably linked to effective engagement 4. Need for engagement both within and between organisations and stakeholders 5. A range of obstacles to collaboration exist that reduce collaboration and effectiveness 6. Lack of a coordinated forum/process to identify issues, priorities and projects 7. Recognition of potential inefficiency arising through overlap and ambiguity between organisations 8. The most recent collation of roles and responsibilities (PPK, 2001) is out of date. 9. Not all agencies that influence coastal use and development are engaged in coastal collaborative processes 	<ol style="list-style-type: none"> A. Improve awareness and interpretation of the definition of “coast” in Victoria as outlined in the VCS 2008 (p5) B. Build on the findings of the PPK report 2002 and update consistent with the VCS 2008 C. Identify gaps and ambiguity in both responsibility and accountability of coastal organisations and agencies D. Clarify the roles of agencies with responsibilities in the coastal zone. Develop simple guidance to explain who does what in the coastal zone. E. Promote the first front-line point of contact in each agency on designated issues. F. Establish clear and agreed guidelines for working arrangements on specific coastal matters, including clear acknowledgement and commitment between agencies of roles and responsibilities. G. Develop and implement collaborative arrangements that achieve optimal benefits for organisations and deliver on their collective obligations H. Ensure the region has a coordinated process, including a forum, for focussing on priorities and collaboration. I. Investigate opportunities to include external organisations in existing structures J. Identify constraints to collaboration and develop solutions to overcome them K. Capitalise on existing initiatives and use them as a catalyst for collaborative focus and leverage e.g. Future Coasts as an opportunity for collaborative planning

Potential Initiatives		
Initiative	Opportunities to be progressed	Potential Collaborators
A refined Coastal Priorities process	<p>Develop a coordinated process for collaboration amongst coastal NRM planners and managers in the region including:</p> <ul style="list-style-type: none"> ▪ Convening an annual forum to focus on priorities and collaboration ▪ Progressing collaborative arrangements ▪ Identifying constraints to collaboration and develop solutions ▪ Undertaking network mapping to investigate opportunities to include external organisations ▪ Utilising existing initiatives as a catalyst for collaborative focus and leverage e.g. Future Coasts 	<p>Lead: WCB</p> <p>Partners: All organisations and existing networks</p>
Clarity of NRM planning and management roles and responsibilities	<p>Update the Roles and Responsibilities of Stakeholders on the West Coast of Victoria Report, PPK 2001, including</p> <ul style="list-style-type: none"> ▪ Improving awareness of the VCS definition of “coast” ▪ Asset and theme-based outlines of roles and responsibility (e.g. marine). Simple guidance to explain who does what in the coastal zone ▪ Identifying and resolve gaps and ambiguity in both responsibility and accountability ▪ Promote the first front-line point of contact in each agency on designated issues. ▪ Establish clear and agreed guidelines for working arrangements on specific coastal matters, including clear acknowledgement and commitment between agencies of roles and responsibilities. 	<p>Lead: WCB</p> <p>Partners: All</p>

3.5 Community and Stakeholder Awareness and Engagement

The Issue and the need for action

While the wide range of problems affecting the country's coasts is often framed in scientific terms, the underlying causes of such problems are ultimately tied to people's mindsets, priorities and actions (ARIES, 2006).

The effective delivery of services by organisations is greatly enhanced if the wider community and stakeholders understand the issues, and support and participate in the approach adopted. Education, engagement and the building of capacity are critical components in promoting necessary change in behaviours and approaches.

The DSE Community Engagement Strategy defines 'Community engagement' as a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest or affiliation, to address issues affecting their well-being. This is logically and easily extended to stakeholders. "Education" can also be defined as a systematic, formal and prolonged process of giving instructions to effect changes in the knowledge, skills and attitudes of individuals, groups or communities.

Education and engagement activities for coastal NRM and planning in the region are not formally coordinated, and there is a clear opportunity to improve the alignment of activities. Partnerships do occur, yet their development is largely driven by individuals rather than at an organisational level.

A number of established coastal programs exist for the community in the region such as Coastcare, the DPI Marine Discovery Centre and interpretive activities undertaken by Parks Victoria. Coastcare is shifting focus to targeting established community groups to capitalise on existing networks and build capacity for coastal changes driven by climate and population change.

There are no formal education programs on coastal NRM and planning directly targeting coastal decision-makers in the region. There is increasing recognition of the need to ensure today's decision-makers have the capacity to make informed decisions. A wide variety of professional development and capacity building opportunities exist in the region for professionals. Many of these are open to community members and decision-makers.

Capacity within organisations has been identified as a primary constraint for the development and delivery of coastal education and engagement. This applies to both the coordination of existing initiatives and development of new initiatives. In many cases, the expertise exists in the region, yet those staff are committed to other projects.

There is substantial room to improve current collaborations on education and engagement in the region and ensure alignment of agency messages and programs.

Community capacity across the region is severely strained and the incidence of burnout is increasing. This can compromise an organisation's ability to achieve its own aims and objectives.

This process had identified a need to improve the recognition of the importance of community and stakeholder education and improving engagement mechanisms and opportunities. This would manage the expectations of all stakeholders, build their support for current and proposed initiatives, and ensure planners and policy makers actively consider the on-ground implications of strategies.

Outcomes	
<ul style="list-style-type: none"> ▪ Improve education and engagement opportunities in the region ▪ Increase level of stewardship via involvement and participation in programs ▪ Build greater awareness and understanding among stakeholders and decision-makers ▪ Build collaboration among agencies with responsibilities for the coast to support increased engagement and capacity building across community, stakeholders and decision-makers. 	
Context	
Strategic context (National)	
Key strategy/policy	Key sections and/or outcomes that relate to this theme
Caring For Our Country	Priority Area: Community Skills, Knowledge and Engagement
National Cooperative Approach to Integrated Coastal Zone Management 2006	Priority Area 6: Capacity Building <ul style="list-style-type: none"> ▪ Information ▪ Education and training ▪ Incentive measures
Strategic context (State)	
Key strategy/policy	Key sections and/or outcomes that relate to this theme
Victorian Coastal Strategy 2008	2.3: Information, research and monitoring 2.4: Education , awareness and stewardship
Coast Action Strategy 2004-10	<ul style="list-style-type: none"> ▪ Encourage and facilitate community involvement by active participation in marine and coastal management. ▪ Support capacity building of coastal and marine communities to ensure greater stewardship of the Victorian Coast.
Land and Biodiversity at a time of Climate Change Green Paper	7.5 Education and behaviour change 8.1 Expanding our knowledge base 8.2 Better systems to share knowledge
Strategic context (Regional)	
Key strategy	Key sections and/or outcomes that relate to this theme
Coastal Action Plans	CW Regional CAP <ul style="list-style-type: none"> ▪ 3.1 Integrated Coastal Zone Planning and Management SW Regional CAP <ul style="list-style-type: none"> ▪ 8.1 Implementation Mechanisms
Glenelg Hopkins Regional Catchment Strategy and associated strategies	RCS Chapter 6 – Integration Tools <ul style="list-style-type: none"> ▪ 6.1.4 Information Resources for Planning ▪ 6.2.6 Educational Organisations ▪ 6.4 Community Engagemnt and Capacity Building

Corangamite Regional Catchment Strategy and associated strategies	RCS Chapter 11 – Opportunities for partnership <ul style="list-style-type: none"> 11.7 Engaging the whole region
South West Sustainability Partnership Charter	Information and knowledge sharing
Other initiatives and investigations	
Product	Key sections/outcomes that relate to this theme
Marine Discovery Centre, Queenscliffe, DPI	Range of programs to promote conservation by increasing awareness and understanding of the marine environment
Assessing Provision and Effectiveness of Coastal Management Education, ARIES 2006	Considered current effectiveness of various coastal management education approaches through a review of case studies and experiences throughout Australia, as well as selected international locations. The reviews were combined with a synthesis of literature on how education programs can most effectively promote not only awareness, but also participation and action to improve coastal stewardship and management.
Organisational community engagement strategies	Several organisations have internal strategies for engagement on discrete projects
Coastal and Marine Ecology Training 2007	1-day intensive training facilitated by Deakin University targeted at Catchment Management Authorities and Regional Coastal Boards
Initiatives planned/underway	
Initiative	Key outcomes/outputs that relate to this theme
Corangamite Shire community engagement strategy	Being developed in conjunction with DPCD
Coastcare	Summer by the Sea
CCMA Knowledge Base	www.aanro.net/ccma/page/search.html
Wimmera-Glenelg Hopkins-Corangamite (WGC) Sustainability Research Network	www.wgcnetwork.vic.gov.au
Networks	Integrated agencies network Planners Forums DPCD Glenelg Hopkins Coastal and Marine Technical Working Group

Opportunity for Change	
Issues and apparent gaps	Opportunities arising from issues and gaps
<p>1. Regional agencies can be constrained by the need for consistency and endorsement of initiatives at State and Federal level. Ownership at organisational level provides the environment for staff to operate effectively in the region</p> <p>2. Resourcing and capacity are required to undertake effective education and engagement, and staff require the support of systems and programs to support activities.</p> <p>3. Inconsistent understanding and use of concepts (education, engagement, capacity building) results in different community and stakeholder expectations.</p> <p>4. The sheer volume of engagement activities is resulting in community burnout, particularly on initiatives that exhibit substantial common ground and seek to engage similar audiences.</p> <p>5. Education and engagement approaches in the region are not always ideally suited to the needs of the issue of audience.</p> <p>6. Internal strategies are developed largely in isolation and often miss opportunities for collaboration across other organisations</p> <p>7. Education plans need to be developed separate to engagement planning</p> <p>8. Current networks are not sufficiently engaged with other education providers, particularly the Department of Education, and the full range of measures are not often considered.</p>	<p>A. Influence State and federal programs to broaden their authorising environment and provide additional support to regional agencies.</p> <p>B. Shifting the focus of capacity building to community and professional empowerment</p> <p>C. Develop a clear understanding of regional capacity and the collaborative opportunities arising from common ground/themes/issues</p> <p>D. Better utilise existing capacity through coordination and collaboration and increase regional capacity</p> <p>E. Ensure consistent understanding and use of terminology within and between organisations</p> <p>F. Establish education and engagement partnerships to identify opportunities for consistent themes and key audiences to share time e.g. Coastcare going to established groups rather than establish new groups</p> <p>G. Ensure education and engagement needs for issues and audiences are clearly understood to maximise targeting and effectiveness.</p> <p>H. Collaborate on the development of information kits on coastal issues for inclusion in school programs</p> <p>I. Consider the need for a regional network of education and engagement practitioners.</p> <p>J. Provide a position with responsibility within each organisation that acts as the liaison officer to promote effective education and engagement coordination between agencies</p> <p>K. Improve linkages between the Dept. of Education, Regional Arts Victoria and other providers e.g. Marine Education Society of Australia (MESA).</p> <p>L. Develop an education program to build the capacity of regional elected and appointed representatives, their supporting structures and senior managers. (May be an induction program.)</p> <p>M. Develop agreed regional education and engagement guidelines that all agencies and councils follow in program development and encourage the acceptance of MESA's developed, nationally accredited Marine and Coastal Studies Curriculum</p> <p>N. Support and build capacity of local community and volunteer groups who are increasingly important in service delivery on-ground.</p> <p>O. Promote tele- and video-conference facilities as an accessible way for people to maintain networks</p>

Potential Initiatives		
Initiative	Opportunities to be progressed	Potential Collaborators
A collaborative approach to regional coastal NRM and planning education and engagement	<p>Develop an agreed collaborative approach to coastal NRM education and engagement activities in the region, including</p> <ul style="list-style-type: none"> ▪ A regional education and engagement guideline ▪ An identified liaison officer with delegated responsibility in each organisation ▪ Opportunities for consistent themes and identification of key audiences ▪ A clear understanding of regional capacity and opportunities arising from common ground ▪ Better utilisation of existing capacity and identification of opportunities to increase regional support and capacity ▪ Consistent understanding and use of terminology within and between organisations 	<p>Lead: CMAs and WCB</p> <p>Partners: All agencies, SWSP, G21, Great South Coast</p>
A regional network of coastal NRM and planning education and engagement practitioners	<p>Develop a regional network of education and engagement practitioners which</p> <ul style="list-style-type: none"> ▪ Takes carriage of a regional coastal NRM education and engagement plan, articulating regional coastal NRM education and engagement needs for issues and audiences ▪ Promotes teleconference and video conference facilities as an accessible way for people to maintain networks ▪ Establishes education and engagement partnerships 	<p>Lead: G2, SWSP</p> <p>Partners: All agencies</p>
Building regional organisational capacity	<p>Develop an education program to build regional organisational capacity coastal NRM and planning which includes:</p> <ul style="list-style-type: none"> ▪ Building the capacity of regional elected and appointed representatives, their supporting structures and senior managers ▪ Investigating induction opportunities ▪ Advisory committees of organisations 	<p>Lead: WCB, G21, SWSP</p> <p>Partners: All</p>
Building regional community	<p>Develop an education program to support and build regional community capacity around coastal</p>	<p>Lead: DSE</p>

capacity	<p>NRM and planning which includes:</p> <ul style="list-style-type: none"> ▪ Improving linkages between the Department of Education, Regional Arts Victoria and other providers e.g. MESA. ▪ Collaborating on the development of information kits on coastal issues for inclusion in school programs ▪ Increasing community participation in coastal awards 	Partners: All agencies
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4 Conclusion and Next Steps

Through this project, coastal decision makers, CEOs, senior officers, professional staff and technical experts have agreed that there is a clear need for a dedicated process to facilitate improved collaboration, investment and alignment between organisations with common interests and complimentary responsibilities for coastal planning and natural resource management.

Some of the intended elements of the project's original design could not be achieved. However, the interest and level of participation from stakeholders in improving collaboration and priority-setting has laid the foundations for a process with significant potential benefit to the region. A significant issue facing the project was the complexity of allocating priority between the different priorities of participating organisations and within the field of initiatives emerging from analysis. As such, priority can only be assigned through inclusion in the document at this stage. A number of overarching initiatives pick up on common issues across themes and provide significant opportunity for the region.

One fundamental challenge that emerged through the project has been the difficulty of developing a collaborative approach not to a single issue, but to the concept of collaboration itself. The act of collaboration is much more easily applied to discrete projects, and the original project design sought to describe and trial different methods of driving collaboration across different project timelines, scale and complexity. Such projects are generally able to demonstrate a return on investment, while the benefit of improving broad collaborative approaches may take some time to show itself. In hindsight, it may have been better to develop the collaborative models for projects first and then apply the learning from that to the broader issue of collaboration itself. This challenge, like many others, will be taken forward into the refinement of the 2009-10 annual cycle.

Other challenges to be addressed through the refinement of the process include:

- Streamlining the priority-setting process so that greater time can be spent in developing opportunities and initiatives
- Aligning the methodology with the various initiatives that have emerged since this project began
- Aligning the themes and initiatives with the responsibilities and objectives of regional partners
- Effective and efficient opportunities for public input and engagement

Even though significant delays were experienced, the outputs come at an opportune time to input to a range of other important initiatives such as:

- Review of Regional Catchment Strategies (RCSs) and Coastal Action Plans (CAPs)
- Development of next generation RCSs and CAPs
- Municipal Strategic Statement (MSS) Reviews
- The Victorian Coastal Strategy 2008 Implementation Plan
- Sub-regional plans via the Regional Strategic Planning Initiative
- The Future Coasts project

The project has been recognised as an iterative process requiring regional commitment to refining the priority-setting process and progressing initiatives that emerge through collaboration. Key lessons to take forward include the value of both the simple act of sharing information and priorities between organisations and a clear logic between current initiatives, issues and gaps and the opportunities arising.

The 2009-10 Annual Cycle

As noted earlier, an annual priority-setting and collaborative process is expected to deliver a range of benefits for the region, and the Western Coastal Board has committed to investigate the feasibility of this process for the 2009-10 annual cycles.

Key issues to consider for progressing the annual cycle include:

- Refining the methodology and articulating the process for the second year.
- Generating commitment from the regional partners to participate in the process and progress the initiatives that emerge from it.
- The timing and approach for scoping and feasibility for discrete projects
- The fate of collaborative priorities within existing receiving structures and organisations
- Aligning the process with initiatives that have progressed since the completion of the material developed and events held for this project.
- The new Victorian Coastal Strategy 2008 and Implementaton Plan
- Ensuring there are clear and robust measures of success at commencement.
- Opportunities to engage the community, user groups and private sector
- Criteria for the prioritising of projects, including funding, capacity and partnerships
- Clarifying the role of existing regional collaborative forums (e.g. G21, SWSP, GH Coastal and Marine Technical Working Group, Western Coastal Forum) and their potential to add value to the process. They provide an opportunity for stakeholders to engage and collaborate to identify and prioritise synergies and responsibilities for the next year's funding cycle.

The Board looks forward to working with regional partners in 2009-10 to improving regional collaboration for the benefit of the coast and the organisations responsible for its management.

Appendix 1: Regional Partners and Participants

Steering Committee 2007-09

Sue	Mudford	Board Member	Western Coastal Board
Helen	Arundel	Board Member	Western Coastal Board
Julie	Hansen	Board Member	Western Coastal Board
Grant	Hull	Group Manager Biodiversity and Environmental Planning	Dept Sustainability & Environment - SW and WCB Member
Rachel	Faggetter	Board Member	Western Coastal Board
Nick	McCristal	Acting River & Catchment Manager	Corangamite CMA
Kevin	Wood	Waterways Program Executive Manager	Glenelg Hopkins CMA
Steve	Blackley	Executive Officer	Western Coastal Board
Gavin	Prentice	Project Manager	Western Coastal Board

Participants 2007-09

Name	Organisation	High Level Group	Investors Workshop	Professionals Workshops 1&2	CEOs and Senior Workshop 3	Working Groups
Gary McPike	APKRPRC				Y	
Tim Allen	Australian Government	Y			Y	
Steve Reddington	Barwon Water					Y
David May	CCMA	Y	Y			
Don Forsyth	CCMA		Y			
Nick McCristal	CCMA	Y		Y		Y
Peter Codd	CCMA		Y			
Polly Matthews	CCMA					Y
Steve Cameron	CCMA					Y
Trent Wallis	CCMA				Y	
Wendy Shea	CCMA			Y		Y
Alex Shackleton	COGG			Y	Y	
Doug McNeil	COS			Y		Y
Jack Green	COS				Y	
Ranjani Jha	COS					Y
Stewart Anderson	COS		Y			
Alex Green	CSC				Y	
Andrew Mason	CSC				Y	Y
Sophie Segafredo	CSC			Y		

Name	Organisation	High Level Group	Investors Workshop	Professionals Workshops 1&2	CEOs and Senior Workshop 3	Working Groups
Gerry Quinn	Deakin				Y	
John Sherwood	Deakin				Y	Y
Anne Wallis	Deakin University	Y				
Geoff Wescott	Deakin University	Y				
Keith Jackson	DPCD				Y	
Kim McGough	DPCD	Y				
Mark Gregory	DPCD					Y
David Boyle	DPCD/RMF				Y	
Craig Murdoch	DPI Fisheries			Y	Y	Y
Graeme Hanel	DPI Fisheries				Y	Y
Peter Lawson	DPI/Fisheries			Y		Y
Dianne Moore	DSE			Y		
Jo Klemke	DSE					Y
John Ginivan	DSE	Y				
John Amor	DSE					Y
Liz Patterson	DSE	Y				
Michael Noelker	DSE			Y		
Neville Penrose	DSE				Y	
Ross Martin	DSE			Y		
Simon Haber	DSE	Y				
Tracy Pennington	DSE			Y		
Andrew Sargeant	EPA			Y		
Diane Rose	EPA	Y	Y		Y	
Gavan Mathieson	EPA				Y	
Russell Fisher	Facilitator	Y				
Lionel Harradine	FAT		Y			
Neil Martin	FAT		Y			
Andrew Scott	G21				Y	
Heather Builth	GHCMA					Y
Johanna Theilemann	GHCMA			Y		
Kerry Cheeseman	GHCMA					Y
Kevin Wood	GHCMA				Y	
Melody Jane	GHCMA	Y	Y			
Peter Swanson	GHCMA	Y	Y			
Peter Butcher	GHCMA				Y	
David Clarke	GORCC	Y	Y			
Darryl Low Choy	Griffith University	Y				
Lindsay Merritt	GSC				Y	
Raelene Mibus	GSC		y	Y		
Stuart Ferrier	GSC			Y		

Name	Organisation	High Level Group	Investors Workshop	Professionals Workshops 1&2	CEOs and Senior Workshop 3	Working Groups
Jen Lilburn	Kismet Forward	Y	Y			
Liz Johnstone	MAV-CCB	Y				
Brett Stonestreet	MSC				Y	
Kath Gosden	MSC		Y			
Oliver Moles	MSC				Y	
Scott Elliott	MSC			Y		
Ailsa Morris	Parks Vic			Y		
Kate McMahon	Parks Vic				Y	
Mark Rodrigue	Parks Vic	Y				
Mark Rodrigue	Parks Vic			Y		
Natasha Johnson	Parks Vic	Y				
Peter Boadle	Parks Vic				Y	
Vijay Vijayapalan	Port of Portland				Y	
Barbara Norman	RMIT	Y				
Dennis Barker	SCS				Y	
Jodie-Ann Anderson	SRW		Y			
Mick Fennessy	SRW		Y			
Barrie Baker	SWSP				Y	
Marty Gent	SWSP/SW Tafe					Y
David Harper	VCC	Y				
Vin Gannon	Vic Abalone Divers Assoc			Y	Y	
Grant Green	Wannon Water				Y	
Tim Harrold	Wannon Water			Y		
Alain Purnell	WCB					Y
Gavin Prentice	WCB			Y	Y	
Helen Arundel	WCB	Y		Y	Y	Y
Julie Hansen	WCB	Y				
Lex Chalmers	WCB				Y	Y
Lynn Murrell	WCB				Y	
Margot Harrison	WCB	Y		Y		
Rachel Faggetter	WCB	Y		Y		
Steve Blackley	WCB	Y	Y	Y	Y	Y
Grant Hull	WCB/DSE	Y			Y	
Sue Mudford	WCB/Trust for Nature	Y	Y	Y	Y	
Ian Fitzgibbon	WCC		Y	Y		Y
Kate McInnes	WCC			Y		
Peter Robertson	WCC				Y	
Sarah	WCC			Y		

Appendix 2: Methodology

This methodology spans six key steps to developing a list of priorities for Victoria’s Western Coasts. The prioritisation methodology comprises a structured review and assessment process. Steps 2-5 can be carried out either as a stand-alone exercise or through a workshop forum.

Figure 3: The Collaborative Prioritisation Methodology

