

GREAT OCEAN ROAD REGIONAL TOURISM SUBMISSION TO THE GOR TASKFORCE

Executive Summary

The lack of investment in the public infrastructure over the past two decades has failed to ensure the region has the capacity to manage and service the growing visitor population. There is an urgent need for change to the governance, strategic planning and funding for the long term sustainability of the visitor economy and to retain the lifestyle, amenity and wellbeing of the permanent population. Great Ocean Road Regional Tourism (GORRT) supports the development of a dedicated Authority to oversee and deliver a long term vision, framework, funding solution and implementation path for the region. Critical to this is reducing complexity, duplication and inefficiency, and building a strategic, integrated, collaborative approach with the funding to deliver timely and effective solutions.

GORRT, as the Regional Tourism Board for the Great Ocean Road region, is an independent organisation with a role to facilitate visitor economy development, marketing, management and advocacy; as such GORRT is well placed to partner with any new Authority. The importance of the visitor economy must be recognised and supported by a focussed, dedicated, responsible and appropriately resourced Regional Tourism Board. The GORRT model provides a cooperative framework facilitating collaboration between the six local government areas (LGA's) of Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg and includes commercial partnerships with 11 Local Tourism and Trader organisations (LTO's) and individual business subscribers. GORRT has facilitated and led the development of the "Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025" and the 14 Destination Action Plans that underpin this Master Plan, a framework that would be of value to a new Authority.

GORRT supports the Taskforce and in this submission outlines the key challenges and opportunities that should be considered as a priority:

1. Improving the quality of the Visitor Experience and building a strategic framework that, recognises the importance of and manages the growth in, the visitor economy.
2. The urgency of a need for change
3. The need for long term strategic oversight and the funds to implement critical plans
4. The need to address the ailing and failing infrastructure
5. The importance of transport infrastructure
6. Protection of the landscape and natural environment

7. Creation of an environment to stimulate and expedite private sector investment
8. Support and recognition of Traditional Owners
9. A funding base to support sustainable management

Introduction

Great Ocean Road Regional Tourism Ltd (GORRTB) is the Regional Tourism Board for the Great Ocean Road Region. GORRTB covers the geographic area spanning from Torquay in the east to the South Australian border in the west and includes the six local government areas of Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg.

GORRT, is not a membership based organisation. We are, a not for profit, destination management company with a purpose to facilitate a cooperative approach to the marketing, development, advocacy and management of the visitor economy of the Great Ocean Road region. Our stakeholders include regional visitor economy participating businesses as well as visitors, communities of the region, the travel industry, industry representative organisations, and local and state government. GORRTB is a company limited by guarantee and receives funding from industry participating Local Government partners and through State Government programs.

1. Background

GORRTB facilitated development of the [“Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025”](#) (Master Plan). This plan identified that the Great Ocean Road region is in crisis. The region’s core attraction for both local and visitor communities, the natural environment, and its support infrastructure have not received the maintenance, renewal or development to support a safe and quality experience or capture the economic return from the growing numbers of users. Existing infrastructure and amenity are already beyond capacity during peak times of the day and peak times of the year. The quality of the visitor experience is already impacted by congestion, ailing infrastructure and limited amenity. It is critical to act now to develop strategic long term solutions that will secure the future of a sustainable visitor economy, and support and protect the lifestyle of local communities. The urgency to act is fuelled by growing visitor numbers with the forecast of international daytrip visitation set to reach 1.7m by 2026.

To achieve the region’s objectives, the Master Plan, identified the need for an additional \$1billion in public and private investment. Private sector investment is required to support additional accommodation to meet increasing visitor demand, these demands are particularly relevant for 4 to 5 star integrated resorts, wilderness and wellness retreats and boutique accommodation. In addition to the need to grow larger scale accommodation stock, the Master Plan identifies the need for the development of new visitor products and experiences especially, off peak and non-weather dependent activities that are congruent with the region’s natural attractions. Development of this

new product is required to change current visitor patterns and meet the needs of visitor growth markets.

The need for new products and services and especially increased accommodation stock was also identified in the “Great Ocean Road Destination Development Plan – February 2012,” produced by Urban Enterprise Pty Ltd for the former Geelong Otway Tourism. This plan identified a need for an additional 3,440 commercial guest rooms to meet projected growth in demand by 2030.

2. GORRT priority issues

2.1. The Visitor Experience and Visitor Economy

Critical to the long term sustainability of the Great Ocean Road, its communities and the visitor economy is **changing consumer behaviour**. With international day trip visitation to the GOR expected to increase from 785k in 2017 to 1.7m in 2026, infrastructure, products and services commensurate with this level of visitation are critical and in urgent need. Imperative is the planning and development of new visitor products and services that disrupt existing day trip behaviour, generates a shift to overnight stays and builds greater geographical and seasonal dispersal.

The current visitor experience is underwhelming. The landscape and natural attraction although spectacular in natural beauty, lacks the support infrastructure to manage the volumes of visitors resulting in denigration. The support product, services and experience is inadequate or non-existent. There is little or no interpretation of the landscape, the history, or the wildlife, which fails to educate visitors on the importance of acceptable behaviour and conduct while consuming. There is limited navigation to or orientation of the breadth of lookouts and sites resulting in mass visitation to a key few hotspots. Current sites offer little weather protection, have limited or no seating, provide minimal food and beverage offering, an inadequate retail offering and limited integration or connection with other visitor experiences or commercial hubs.

There is need to enhance the visitor experience to ensure it delivers on its ‘international icon’ status. Critical, is growing the products and services to cater for growing visitor markets and to facilitate a greater economic, social and cultural return to local economies. Diversity of product is required including products that will facilitate reducing seasonality of visitation, particularly overnight visitation. Timely investment is required to mitigate long term environmental damage and reputational risk.

The growth of international day trips highlights the urgency of building new products and services to change consumer behaviour, but it is critical that this does not overshadow the importance of securing the reputation, products and services to service the core domestic markets of Melbourne and regional Victoria. These markets are the largest visitor markets and remain critical to the long term sustainability of the visitor economy to the region, and are the markets where the reputational damage from being constantly in the media over the ailing and failing infrastructure are already being felt.

2.2. Urgency of change

The lack of investment over the past 20 years and the systematic failure to prepare for the growth in visitation has placed the region in crisis with congestion generating safety, environmental and visitor experience concerns at numerous locations at peak visitation times. Key sites in crisis include Memorial Arch, Erskine falls, Kennett River, Cape Otway Road, Gibson Steps, Twelve Apostles and Loch Ard Gorge, although access, parking and amenity in key towns including Apollo Bay and Lorne is impacting negatively on community support for visitors. Recent GOR closures have exacerbated and highlighted the inadequacy of inland routes to support growing numbers and facilitate geographical dispersal, resulting in community and emergency services raising alarms on road safety. We do not have the luxury of time, urgent action is required to manage congestion. We must increase safety and mitigate the poor quality visitor experience in the short term before it has an irreparable impact on the region's reputation. As a key visitor destination, we do not want to divide local communities to the point of undermining the future of the visitor economy and the liveability and sustainability of the region's communities.

Most urgent is funding the accelerated implementation of the Shipwreck Coast Master Plan (SCMP). The Shipwreck Coast Master Plan released in December 2015, provided a framework to change the way the Shipwreck Coast Precinct was consumed. To date, the SCMP remains largely unfunded despite cross agency agreement that it presents the solution to the long term viability of the visitor economy of the region. The vision of the SCMP, is to enhance the Shipwreck Coast as a distinctive, cultural and notable world class destination, underpinned by the character of its Hinterland and local towns coupled with the conservation and protection of its national, coastal and marine parks. Yet, the quality of the visitor experience at the iconic Twelve Apostles is abysmal and the level of congestion already negatively impacting on local visitation and connection.

2.3. Lack of Long term strategic oversight and the funds to implement critical plans

The complexity of current land management has resulted in a lack of long term strategic planning and oversight. This has caused the inefficient use of funds, developing plans that result in an absence of governance mechanisms and/or funding to drive implementation and that quickly lose community confidence and collaborative support. The Shipwreck Coast Master Plan identified a plan with 75 individual projects, which today remains largely unfunded. The plan only addressed 28km of the 243km Great Ocean Road. The initial stage one SCMP program of works, funded in 2016, are yet to commence and although these works will mark an improvement in the visitor experience, they do not address the most pressing current issues of safety and congestion. Further to this, stage one is yet to facilitate the necessary changes in consumption patterns of this section of the coast, or realise a greater environmental and/or economic return. The impact on this fragile coastal environment cannot be mitigated without visitor management tools that slow visitors down and curate the desired behaviour and experience.

Holistic and integrated planning of the visitor experience across the entire GOR region is critical. The linear nature of the current visitor journey and consumption behaviour highlights the importance of understanding the interconnectedness of the experience and the intrinsic impact of changes in any one section of the journey, both road and region. This was evidenced through the large-scale challenges like the road closures from the Wye-Jamieson Track Fires and landslips, but also with changes in traffic management i.e. introduction of the Anglesea roundabout, unforeseen traffic accidents and the impact of significant events.

This interconnectedness also extends through the inland hinterland routes which are critical to changing consumer behaviour, and achieving visitor dispersal to accommodate the growing visitor numbers, and building the products and services to accommodate the needs of changing visitor markets and local communities.

Current planning, especially infrastructure planning and maintenance, is often prioritised by the individual agency to respond to their timelines and budgets. There is a history of maintenance not being addressed until the infrastructure is failing and more often than not is undertaken in isolation of abutting agency works or challenges. It is critical that long-term infrastructure plans ensure timely renewal and maintenance of infrastructure and that works are delivered to maximise outcomes and economies of scale and mitigate duplication and temporary fixes.

Current funding levels for the maintenance, renewal and development of the public estate continue to be grossly inadequate and fail to recognise the national and international significance of the Great Ocean Road and the Twelve Apostles to Victoria's and Australia's visitor economy.

2.4. Ailing and Failing Infrastructure

Critical to developing a holistic plan for the region is prioritising and securing funding to maintain and develop the infrastructure to support sustainable visitation and access to natural attractions for both visitor and local communities. Funding of all land management agencies is inadequate, resulting in a focus on repairing failing and ailing infrastructure instead of maintaining, renewing and developing to service growing and/or future resources.

This focus on base line repairs to failing and ailing infrastructure exacerbates the negative local community sentiment to visitor communities and land management authorities and undermines development of collaborative solutions. Infrastructure and amenity must be planned holistically and integrated solutions developed to educate, inform and curate the desired behaviour of visitors. Infrastructure should be prioritised to manage access and behaviour that protects the landscape and natural environment and the visitor amenity should be located where it can facilitate economic return at existing commercial centres.

The failure, by successive governments, to plan for and invest in the maintenance and renewal of the GOR and the public estate for decades is justification alone for a new approach to ensure the future sustainability of public assets for decades ahead. This will require a major change; not tinkering.

2.5. Recognise the importance of transport infrastructure

98% of visitation to the GOR is through private vehicle. A long-term transport infrastructure plan is critical to delivering a sustainable solution for both local and visitor communities. A transport infrastructure plan needs to support visitation, workforce access and supply of goods and services to support growing businesses as well as support local communities access into and out of the region.

2.6. Protection of the landscape and natural environment

Big nature is the GOR region's unique selling proposition and competitive advantage. The landscape and natural environs are the primary reason to visit. The Southern Ocean, National and State Parks, Marine Parks, volcanic plains and rich agricultural country form the landscape that makes our region truly unique making it imperative that at the core of a solution, is protecting these very assets.

Protecting the landscape and natural environment requires ensuring appropriate support infrastructure is developed and maintained to manage and curate the experience. Infrastructure, hard and soft, must be fully integrated into delivery of the visitor experience to effectively manage and support appropriate visitor behaviour.

2.7. Creation of an environment to stimulate and expedite private sector investment

Despite state and federal governments identifying the need to attract private sector investment in the regions visitor economy, there has been decades of failure to do so.

Lack of strategic planning, ineffective and uncoordinated investment facilitation and inconsistent and inadequate land use planning process and barriers has resulted in lost investment. This is a serious market failure caused by poor governance.

The development of new products and services by the private sector is critical to servicing existing visitor and local communities and is imperative to changing consumer behaviour. The planning and development requirements must be addressed to stimulate and incentivise private sector environment within this region and mechanisms need to be developed to expedite and fast track solutions that will drive the required changes in visitor consumption patterns. Holistic planning needs to identify appropriate land and preferred development opportunities that facilitate proactive methods of sourcing desired private sector investment. This process could facilitate development of greater consistency in planning processes across LGA's and assist in building the right product mix across the region.

2.8. Supports and recognises Traditional Owners

GORRT acknowledges and supports the need to include and recognise Traditional Owners and their living culture. Critical is integration and inclusion of living cultural opportunities within the visitor journey that provide economic outcomes for Traditional Owners and their Communities. GORRT is facilitating development of an Aboriginal Product Development Strategy that will seek to identify and inform future opportunities for Traditional Owners within the visitor economy landscape.

2.9. Building a funding base to support sustainable management

GORRT supports the building of a revenue base to underpin the maintenance, development, management, marketing and servicing of the GOR ecosystem. GORRT has commissioned research to explore revenue generation opportunities and has identified a number of models that would deliver

a solid revenue base. The GORRT strategic position on revenue generation is attached as Appendix 1. This position advocates for the establishment of an appropriate GOR “Authority” with a role, as a minimum to collect and disperse revenue for maintenance, renewal and development of visitor/public assets and services. To do this effectively will require integrated strategic planning that identifies priorities for investment.

A methodology that supports a contribution from all beneficiaries of the ecosystem will facilitate a sustainable approach and shared responsibility for the landscape, infrastructure and amenity.

3. GORRT position

GORRT supports, the case for change and need for a new management model as proposed by the Task Force and supports the introduction of a new overarching authority, provided:

- it does not add another layer of bureaucracy;
- has clear role ,defined powers and area of authority;
- reduces complexity;
- has secure and adequate ongoing funding and not dependent on the budget cycle, as well as opportunity to have State and Federal Investment in Capital works programs;
- has capacity to generate revenue independent of Government sources; and
- any revenue generated on the GOR is reinvested in the GOR and that recurrent and capital funding is not diminished as a result.

The recommended solution must:

- Provide an immediate mechanism to develop and resource effective, efficient and timely reform.
- Develop and be resourced to implement an integrated strategic plan that is a blueprint for long term sustainable development.
- Respect the scale and interdependence of all elements of the Great Ocean Road ecosystem;
- Recognises the complexity of the ecosystem and the range of stressors that affect the road;
- Acknowledge the significance of the visitor economy;
- Facilitates long term collaborative investment from all levels of Government and stakeholders;
- Delivers an agile adaptive management solution to respond in a timely manner to environmental and economic changes;

- Explore new innovative and entrepreneurial ways to facilitate private sector investment and build public/private sector partnerships to deliver solutions;
- Explore new revenue generation opportunities that facilitate a contribution from all beneficiaries of the infrastructure and natural assets.
- Plan for the longer term- build solutions recognising the long term growth projections and building scalable, innovative and agile solutions.

4. The Role of GORRT

As an independent organisation with a role to facilitate visitor economy development, marketing, management and advocacy, GORRT is well placed to partner with any new Authority. The GORRT model provides a cooperative framework facilitating collaboration between the six local government areas (LGA's) of Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg and includes commercial partnerships with 11 Local Tourism and Trader organisations (LTO's) and individual business subscribers.

GORRT has led the development of a series of 14 Destination Action Plans (Torquay, Winchelsea, Anglesea, Aireys Inlet, Lorne, Otway Coast Hamlets, Apollo Bay, Otways, 12 Apostles Coast & Hinterland, Volcanic Lakes & Plains, Warrnambool, Port Fairy, Portland & Casterton) that provided the foundation for development of the Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025. Each of these plans were developed through consultation with industry, community and local government and highlight the aspirations, challenges, opportunities and priorities of the individual destinations.

5. Governance Model

GORRT supports the options and proposal put forward by its Chairman to the Taskforce (Appendix 2).

GORRT suggests that the criteria that should be considered to evaluate the management model options should include:

- The criteria per point 3 above
- Role and power to develop and oversee implementation of integrated strategic planning
- Substantially improve the consistency, efficiency and effectiveness of land use planning

- Adds measurable value to the economic, environmental, community and cultural health of the region
- Capacity to facilitate private sector investment
- Capacity to effectively coordinate State Government Departments and Agencies and local government
- A governance structure including a board with both representative and skill based members
- The capacity and capability to effectively consult and communicate with the community and stakeholders.
- Clearly defined unambiguous role, functions, powers and accountability (measurable KPI's)
- Sufficient funding security and resources to fulfil its role
- The capacity and capability to deliver real and sustainable reform

Appendices

Appendix 1- The Value of the Visitor Economy of the Great Ocean Road

Appendix 2 – Future forecasts for the Great Ocean Road region – how do we meet the future demand?

Attachments:

Wayne Kayler-Thomson - Discussion paper - Governance Authority Options

Appendix 1 - The Value of the Visitor Economy of the Great Ocean Road

The Great Ocean Road attracts in excess of 5.4 million visitors per annum, generating 7.2 million visitor nights and \$1.3 billion in visitor expenditure. Domestic overnight visitation represents 2.2 million visitors, 6.1 million visitor nights and \$895 million in visitor spend. International overnight visitation represents 228,000 visitors, 1.1 million nights and \$109 million in visitor spend. The domestic daytrip market represents 3 million visitors and \$309 million in expenditure. Although the international daytrip market is not captured in official visitor data, in 2017, it was estimated 785,240 international visitors visited the Great Ocean Road but did not stay in the Great Ocean Road region. This figure is forecast to increase to more than 1.7 million by 2026 based on growth forecasts and current market share, which is a staggering increase of 960,000 more international day-trippers.

A 2016 study undertaken by GORRTB, “The Economic Value to Victoria of the Shipwreck Coast” found that international and interstate visitors that visited Victoria, primarily to visit the Great Ocean Road, contributed \$780 million in incremental value to Melbourne and other parts of Victoria.

The visitor economy is a significant employer across the region with 12.2% of all employment as a result of the direct impact of visitor spending (Figure 1). This is significantly higher for Surf Coast (27.9%), and higher for Colac Otway (12.8%), and remains in the top five employment industries across all local government areas (Figure 2), and the largest employer industry for Surf Coast Council.

Figure 1. Share of Jobs due to direct impacts of visitor spending (2015/16)

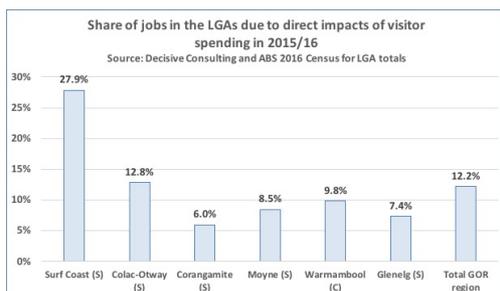
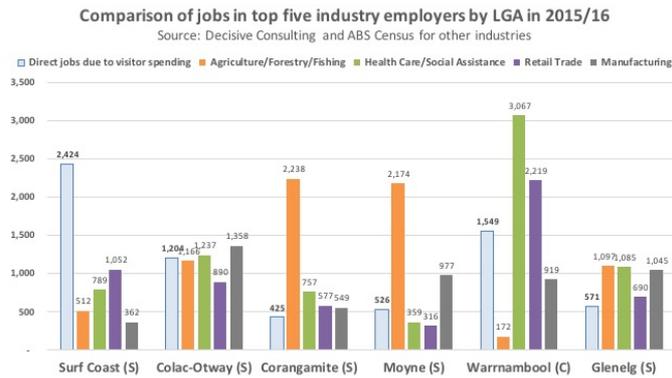


Figure 2 Comparison of jobs in top 5 industries



a) International Tourism significance

The Great Ocean Road is one of Australia's international tourism icons and plays a critical role for Victoria and Australia in building Australia's brand in international markets. The region was a key component of the marketing and promotional platform for Tourism Australia's latest campaign – Aquatic and Coastal.

Tourism Australia's Corporate Plan 2017 – 2021 identifies that critical to capitalising on created demand is driving supply-side growth through the creation of new products, experiences and international standard accommodation and building a capable workforce.

Tourism Australia forecasts indicate that, Greater China, UK & North America markets will each be worth over \$5 billion annually to Australia by 2020. Each of these markets represent top international overnight markets for Great Ocean Road; China 17.8%, UK represents 12.8% and Germany and USA each 10%.

b) State Tourism significance

The visitor economy contributes around \$20 billion to Victoria's Gross State Product each year and generates employment for 206,000 people, which represents 5% of gross value added and 7% of employment.

The Victorian Visitor Economy Strategy 2016-2020 sets a goal of increasing visitor spending to \$36.5 billion by 2025 and identifies nine priorities to achieve this ambitious goal:

- Facilitating more private sector investment
- Build on the potential of regional and rural Victoria
- Improved branding and marketing

- Maximising the benefits of events
- Improved experiences for visitors from Asia
- Better tourism infrastructure
- Improved access into and around Victoria
- Skilled and capable sector
- More effective coordination

The Great Ocean Road is one of the most visited regions of Victoria outside of Melbourne, and the region's capacity to deliver on the needs of the growing visitor market is pivotal to Victoria and to regional Victoria achieving the above targets. Critical to the region is maintaining the region's competitiveness and growing the region's yield and economic return. The region currently attracts 41.9% of all international visitors to regional Victoria, yet only 12.7% of visitor nights, evidence of a capacity to grow market share.

Appendix 2 - Future forecasts for the Great Ocean Road region – how do we meet the future demand?

Forecasts for the region demonstrate considerable visitor and visitor night growth projections. This has started to stimulate much needed investment in new products and services, but this is not yet adequate to drive the significant change required to visitor patterns and shift visitor behaviour from daytrips to overnight stays.

Table 1. Forecasts for tourism to the Great Ocean Road region in 2019/20 and 2024/25 compared to 2015/16 activity levels

	International Visitor Nights	International day trips	Domestic Visitor Nights	Domestic Day Trips
2015-16	820,000	656,000	6,462,000	3,060,000
2019-20	1,016,000	832,000	7,374,000	3,570,000
2024-25	1,267,000	1,089,000	8,461,000	4,236,000
Growth from 2015/16 to	International Visitor Nights	International day trips	Domestic Visitor Nights	Domestic Day Trips
2019-20	24%	27%	14%	17%
2024-25	55%	66%	31%	38%

Note: International and domestic day trips do not include trips by overnight international and domestic visitors to the region

Total visitor nights to the region are forecast to increase by 14% from 2015/16 to 2019/20 and 31% from 2015/16 to 2024/25.

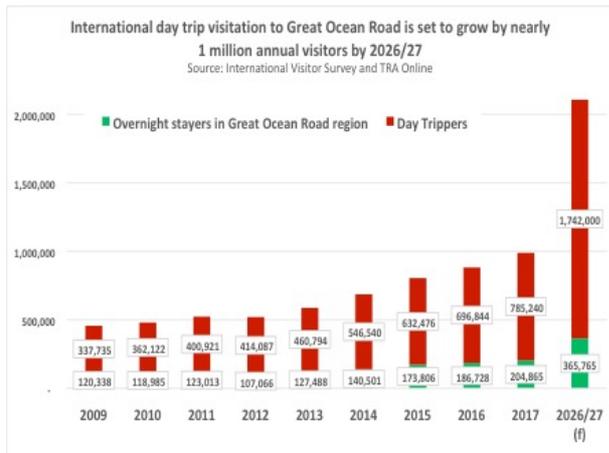
On the assumption that overnight domestic and international visitors to the region grow at the same rate as visitor nights, then the expected growth in total visitors including day trip and overnight visitors is a forecast increase of 17% from 2015/16 to 2019/20 and 38% from 2015/16 to 2024/25.

Table 2. Implied forecasts for tourism to the Great Ocean Road region in 2019/20 and 2024/25 compared to 2015/16 activity levels for visitors and visitor nights

	International Overnight Visitors	International day trips	Domestic Overnight Visitors	Domestic Day Trips	Total Visitors
2015-16	194,000	656,000	1,927,000	3,060,000	5,837,000
2019-20	240,362	832,000	2,171,572	3,570,000	6,813,934
2024-25	299,946	1,089,000	2,456,936	4,236,000	8,081,882
Growth from 2015/16 to	Total Visitors	Total Visitor Nights			
2019-20	17%	14%			
2024-25	38%	31%			

A more recent report commissioned by GORRTB from Decisive Consulting using IVS on TRA Online and TRA Tourism Forecasts 2017 highlights even more significant growth in international day trips, highlighting the urgency of an integrated solution to change consumer visitation patterns. This work shows international day trips forecast to hit 1.7 million by 2026 more than 1 million additional international day trip visitors to 2017 visitation (Figure 3).

Figure 3 – Forecast International Daytrip visitation by 2026/27



DISCUSSION PAPER

To: Great Ocean Road Taskforce

From: Wayne Kayler-Thomson

Subject: Governance Authority Options

Date: 3 March 2018

Introduction:

The purpose of this paper is to provide considered commentary on the rationale and options for the future governance of the Great Ocean Road.

The views outlined in this paper are put forward for discussion and consideration by the Great Ocean Road Taskforce.

My views have been formed from over 30 years direct involvement in the strategic planning for and development of the visitor economy of the region.

It is very clear that there is systemic failure of the past and current governance arrangements for the region as outlined in the recently released Issues Paper.

This systemic failure has led to substantial under investment in the maintenance and development of public assets, dysfunctional coordination of public administration, illogical and confused land use planning, visitor demand outstripping supply including the lack of significant scale of private investment and a serious failure to respond to structural economic change. Regional community interests are not being well served now and are certainly not resourced for the future.

Governance change is urgently required. The key question is, how?

Future Governance Options:

To consider structural options firstly requires consideration of the prospective purpose, role and function of future governance.

Such as;

- Integrated strategic planning
- Infrastructure planning and coordination
- Strategic macro land use planning including land tenure reform
- Visitor economy development, marketing and management
- LGA, Government department and agency coordination and role clarity
- Regional priority identification and advocacy
- Risk management and disaster recovery coordination and management
- Coastal management planning and coordination
- Private investment facilitation
- Efficient administration including revenue collection and disbursement
- Regional data and information management
- Community engagement and communication

In summary the optional core purposes to consider are

- Strategic Planning
- Coordination
- Management
- Advocacy

Governance Authority Options

The following options could be considered

1. A Regional Planning Authority with responsibility for:
 - Integrated economic, community, environment, and infrastructure strategic planning
 - Defined land use planning (say, project proposals above \$10m)
 - Regional data and information generation and central repository
 - Stakeholder engagement and communication
2. A Regional Planning and Coordination Authority with responsibility for:
 - As above, plus
 - Coordination of Government Department, Agency and Local Government implementation of strategic planning including priority whole of government resource allocation (region pool ?)
 - Coordination of land use planning
 - Coordination of public infrastructure maintenance and development
 - Regional priority identification and advocacy
 - Coordination of greater region interface planning
 - Risk and disaster management planning and coordination
3. A Regional Planning, Coordination and Management Authority with responsibility for:
 - As above, plus
 - Implementation of strategic plan actions
 - Visitor revenue collection and disbursement for maintenance and development of public/visitor assets to supplement core Government recurrent funding .
 - Coastal management and LGA interface (maintenance and development)
 - Visitor economy development, marketing and management (possibly by contracting GORRT Ltd)
 - Manage implementation of priority regional projects.

Resourcing and Other Considerations

Regardless of the structural options, there are other matters to be considered such as

- Resourcing.
 - The opportunity to source new revenue from visitors as per the GORRT Ltd report provides a mechanism to fund the core operations of the Authority. Note however that this must not reduce core government recurrent funding that could be treated as a separate priority budget pool.
 - Core staff (Chief Executive with a lean management team)

- Staffing could be supplemented by secondments from Councils (ongoing or project /needs based)
- Resource sharing with Councils and Government Departments and Agencies (eg maintenance services)
- Establish net efficiency gain targets.
- Legal Entity.
 - Legislate to create the Authority
 - Governance by a board with representation from Government, Councils and Community plus skill based members with an independent Chair and Deputy.
 - Federal Government role?
- Regional Interface
 - Coordination with neighbouring Councils (eg Glenelg, Southern Grampians and G21 Councils)?
 - Coordination with the Regional Partnerships and RDA?
- Coastal Committees
 - Integrate, combine or disband?
- Visitor Economy Services
 - Future role for GORRT Ltd, given its broader regional role of visitor economy planning, development, marketing, management and advocacy?
 - Integrating or contracting of GORRT services could be resourced from visitor revenue collection thus eliminating or reducing the need for Government and Council funding (an efficiency dividend).
- Priority Projects
 - The funding and implementation of the Shipwreck Coast Master Plan is way overdue and vital. The process to date is itself an example of systemic failure. Implementation will involve both public and private investment and should be coordinated and managed by the Authority.
 - Ongoing maintenance and development of the road itself and its environs requires a minimum of \$20m pa. Planning and implementation of an integrated road, coastal and public land interface, including inland routes, requires urgent attention to provide a world class touring experience. Again, the Authority Should have a primary role for integrated planning, coordination and management.

Conclusion

The systemic governance failure over three decades, evidenced by the lack of holistic and integrated strategic planning, substantial underinvestment in public asset maintenance and development, the growth of visitor demand grossly outstripping supply and inefficient use of public funds, clearly confirms the need for a stepped change of governance arrangements. The challenge is to have the courage to propose visionary change which will capitalise on the opportunity to secure the regions future for the next three decades. In my view, option 3 above provides the foundation for a sustainable future.