



Borough of Queenscliffe
Community Vision and Council Plan
Development of a Council Plan
August 2021



Using this document

Discretion should be exercised in making decisions based on the data in this report. Kismet Forward was engaged to prepare this report based on two workshops with the Community Panel. Significant effort has been made to accurately reflect the contribution of people who took part in this consultation.

It cannot *necessarily* be construed to be an accurate reflection of the weight of broader community or stakeholder opinion.

No responsibility or liability can be taken for errors or omissions, or in respect of any use of or reliance upon this report by any third party.

The Borough of Queenscliffe provided the cover photos

Abbreviations used in this document

BoQ	Borough of Queenscliffe
CoGG	City of Greater Geelong
The Act	Local Government Act 2020

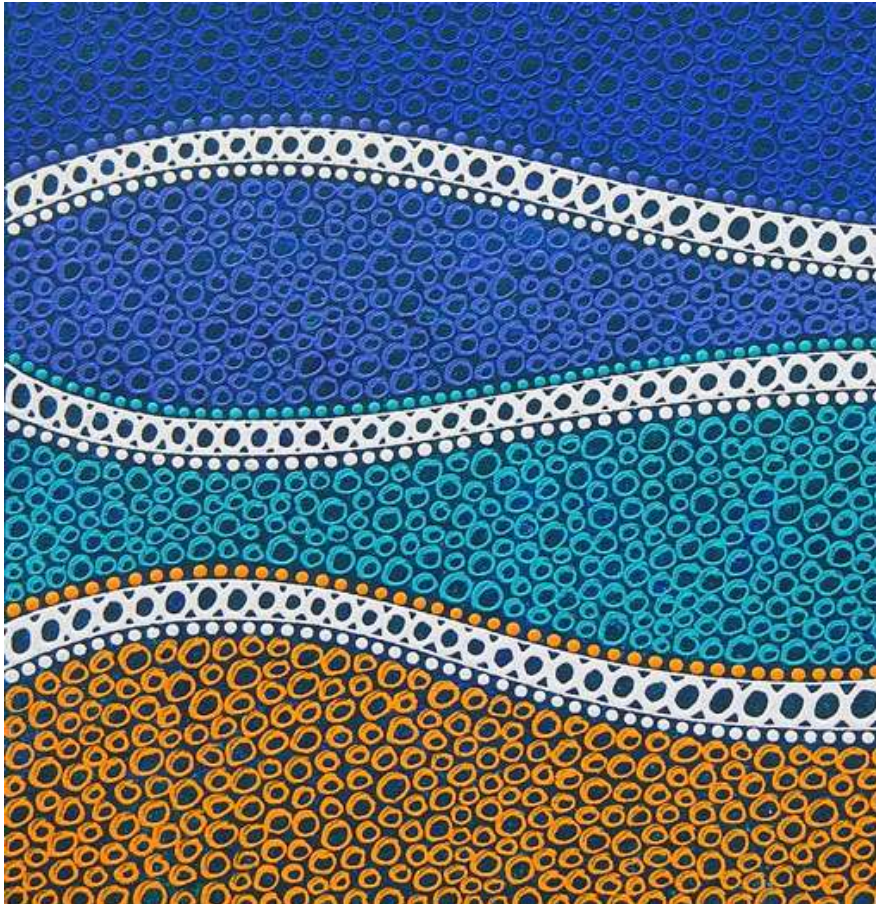


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Kismet Forward provides specialist advice and support in the areas of community engagement, facilitation, conflict management coaching, program logic, strategy, evaluation, training and project management.

Further information can be found at www.kismetforward.com.au

It was acknowledged Community Panel members were on the traditional lands of the Wadawurrung people.



Source: <https://doongal.com.au/content/ocean-beauty-0>

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1. Introduction and Background

At the start of every new term, Council produces strategic documents that guide the Borough's priorities for the ensuing years. The new Community Vision and the Council Plan are being developed by a Community Panel representing the demographics and interests of the broader BoQ community.

The Council Plan sets the direction for Council for its current four-year term. The Council Plan includes the objectives and strategies that will help realise the 10-year Community Vision.

Section 88(3) of *Local Government Act 2020* (the Act) states that the Community Vision must describe *'the municipal community's aspirations for the future of the municipality'*.

The Act also requires Councils to undertake deliberative engagement practices that have the following characteristics:

- authentic engagement with the community;
- good representation of the community in engagement activities;
- clear demonstration of how all views have been considered;
- accessible and relevant information available to the community to ensure the decision-making process and the community's level of influence are clear in each instance and that participants are fully informed¹.

¹ <https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020/principles-of-the-local-government-act-2020>

2. Creating a draft Council Plan

In March 2021 Council convened four open houses and opened a survey, asking participants to rank priorities across Council and individual service areas².

225 survey responses and 14 written submissions were received. In addition, 55 people attended the open house sessions, at which they were asked the same questions as those in the survey.

The Community Panel

In May 2021, Council brought together 25 residents who expressed interest in crafting the Vision and Council Plan using community feedback. Notice about the Panel was provided from the start of the project, including the advertising for the first consultation stage. A second round of ads focused on the Panel, via

- Newspaper ads
- Social media ads
- Social media posts
- Emails to people who have previously taken part in Council consultation

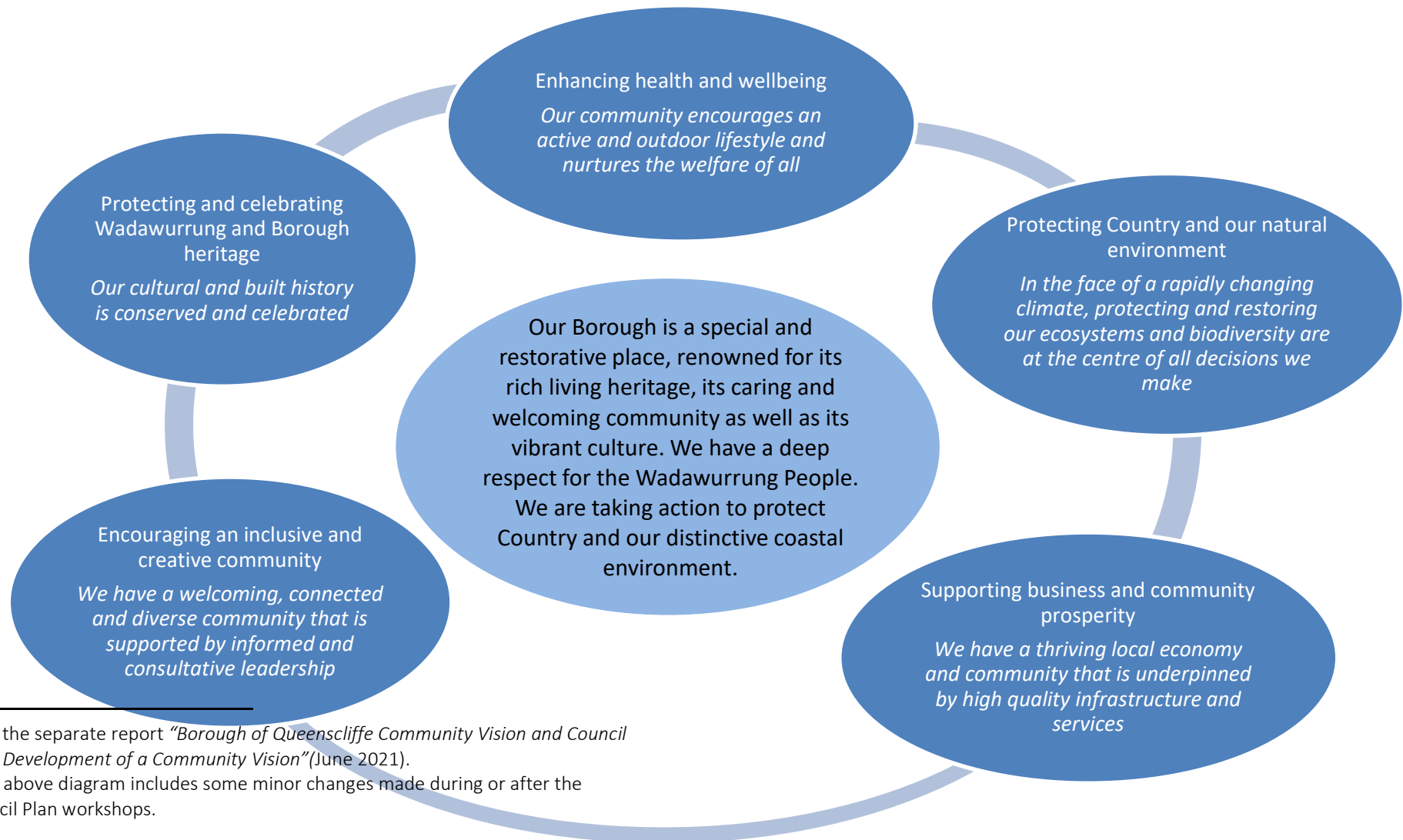
Council ensured that the Panel was largely representative of the broader BoQ community for attributes such as age and gender.

The first task of the Community Panel was to use the community feedback from the survey, submissions and open houses to draft a Community Vision that was taken to the broader Borough

² Open house participants and survey respondents were also asked questions to inform the development of the Community Vision, which is discussed in a separate report.

community for review³. The figure below summarises the outputs of this process, which included a central vision statement surrounded by five pillars, each with an objective⁴.

The second task was to use the Community Vision and the pillar objectives to draft a Council Plan for the next four years.



³ See the separate report "Borough of Queenscliffe Community Vision and Council Plan: Development of a Community Vision" (June 2021).

⁴ The above diagram includes some minor changes made during or after the Council Plan workshops.

Methodology for developing the strategies

To develop the Council Plan strategies, the Panel underwent the following steps over two 2-hour online workshops:

- Using the community feedback provided via the open houses and survey, and a summary of community calls to Council, the Panel members brainstormed the 'priorities' for each pillar.
- Using the list of priorities and the principles outlined below, Panel members drafted strategies for the five pillars. This was achieved through break out groups over three rounds. In each round, each Panellist developed and then refined the strategies for one of the pillars. Panellists changed pillars for each round, meaning that each person had a meaningful role in developing strategies for three of the five pillars. Councillors facilitated the break out group discussions, staying with the same pillar over the three rounds.
- After the three Break Out Group rounds, Councillors summarised the outputs of each pillar discussion. Some minor edits were made to the strategies after the two workshops.

Principles for developing Council Plan strategies

To inform their work, the Community Panel decided that the Council Plan strategies should:

- Apply to the whole Borough – be strategic!
- Be actioned/commenced in the four years (some might be repeated next time) – (some projects take time to plan, get community support, get funding etc.)
- Acknowledge where external funding may be required
- Address current and forecasted impacts/growth (inc CoGG boundary impacts)
- Help us deliver the vision (but not be visionary in themselves)
- Be understandable, realistic, not 'motherhood' statements – be upfront so that everyone understands what they mean. Total transparency.
- Be aligned with Council responsibilities and resource constraints

3. Council Plan strategies

Sitting under the draft Community Vision and pillar objectives, the Community Panel proposed the following strategies for inclusion in the Council Plan.

Enhancing Health and Wellbeing

Objective: Our community encourages an active and outdoor lifestyle and nurtures the welfare of all

Strategies

Support older residents to live safely and independently (home help, aged care support)

Ensure community safety that includes physical safety, hazards and natural disasters (Develop and promote emergency plans to inform Borough residents/visitors and re-establish neighbourhood watch)

Encourage to provide outdoor recreation activities for all ages

Continue to support established community groups and the formation of new ones for physical and mental activity

Provide a pathway for youth to engage in community decision-making

Encourage responsible ownership of companion animals (address the cat ownership roaming freely)

Support the current social/affordable housing policy of the Borough

Priority project ideas

Community garden

Community safety

Safety of the community, e.g. Safe evacuation of the town in disaster • make emergency evacuation plan available to all residents/ ratepayers • prepare and respond to disasters • continue to ensure community safety

Companion animals

Control dogs on our beaches, enforce that dogs must be on leads and not on beaches over certain times during summer. • visitors, non-permanent residents need to pay a relevant pet licence fee • supporting the picking-up of dog droppings • dog park not on the beach • reduce the footprint of domestic pets • create a new off lead dog zone • ensuring proper dog control

Engage youth

Bike track and skate park • engage youth, e.g. Youth council, outreach, provide facilities (skate park, bike park), e.g. Develop a lighthouse for a youth hub • create the new bike park • youth need another outlet, e.g. space • engage youth

Outdoor recreation

Update inland track b/w Queenscliff and Point Lonsdale by getting rid of all barbed wire • encourage participation in sport • encourage participation in sport and recreation • encouraging snorkelling and kayaking • improve open space, e.g. Beaches, parks, e.g. Weeding, erosion, make more accessible etc • solar lights along shops and points of interest, e.g. Pl and car park

Support community health

Improving focus on mental wellbeing • supporting mental health • promote good mental health • continue and enhance aged care services • access to aged care facilities • support aged persons to remain in their homes • promote child and maternal health • increase child and maternal health services • education of effects of excessive alcohol • discourage gambling • mentoring by older residents

Encourage affordable housing supply

Protecting Country and our natural environment

Objective: In the face of a rapidly changing climate, protecting and restoring our ecosystems and biodiversity are at the centre of all decisions we make

Strategies

Implement the 4 year priorities of the CERP as a Council and support the community to achieve the relevant actions items

Transition to 100% renewable electricity energy by 2025, 100% renewable energy by 2027 and zero carbon community by 2030 (per targets in the CERP)

Advocate for, restore and maintain coastal areas particularly coastal erosion with weed removal (e.g. gazanias) especially in the dune system (e.g. Queenscliff foreshore beach which is not native and Point Lonsdale back beach sea wheat grass and marram grass) and

fencing (e.g. provision of additional bins, particularly at entrances to the beach)

Revegetation with indigenous plants where required

Protection and maintenance of locally significant trees, which is community-led

Removal of pest species that impact endangered species (e.g. foxes) and restriction of other animals (e.g. cats)

Encourage responsible pet ownership (e.g. “PUP”: “pick up poo” campaign)

Promote and educate the community about local fauna, local native plants (e.g. encourage the community to buy local native plants and support the SBEA indigenous nursery) and environmentally significant areas such as the wetlands (e.g. monthly newsletter in the RIP; information on the website; all forms of media including BOQ Facebook page)

Lead and enable the community to protect our natural environment and take part in initiatives like a community compost system (e.g. take compost to SBEA indigenous nursery), recycling / circular economy, reuse of products and Clean Up Australia Days in Point Lonsdale and Queenscliff

Actively participate in the regional, state and national environmental initiatives

Collaborate with appropriate other organisations (e.g. CoGG, G21, Geelong Sustainability, new Climate Alliance, DELWP, Parks Victoria)

Create a business opportunity within the projects to help finance the projects

Implement the Coastal and Marine Management Plan and the DAL (?)

Priority project ideas

Coastal erosion prevention and maintenance

Prevent erosion of foreshore • Coastal erosion prevention and maintenance • Back dunes restoration protection • Maintain beaches and access tracks

Encourage Recycling (Circular Economy)

Encourage recycling • Promote recycling • Provision of additional rubbish bins • reduce waste to landfill • Minimise waste

Implement the CERP

Implement CERP and reducing carbon emissions • ensure the CEP is enacted • Implement the CERP (#1) - Undertaking what BOQ has committed to do and facilitating community to achieve their actions • climate change solutions to protect coastline • Focus on renewable energies and reduction of carbon emissions • encourage community participation in environmental volunteering to care for our environment • Implement the CERP (#1) - Undertaking what BOQ has committed to do and facilitating the community to achieve their actions in terms of the Wadawurrung

Protect and enhance our unique natural environment

Maintain street trees and plants • Provide high quality clean public spaces • Provide passive recreation opportunities of parks and gardens • Improving paths • enhance parklands - tree policy, e.g. Tree register botanic park • Protection of Swan Bay • Protection of the orchids • Protect Swan Bay, salt marshes, Moonah forests • who

is monitoring the impact of Moremac works on Swan Bay? Particularly those on Fellows Rd and Lakers Cutting. • employ environmental officer • Finalise Bellarine Distinctive Areas and Landscape projects/legislation

Protection against pests (weeds and animals)

Increase the rate of pest removal (e.g. rabbits, foxes) • Increase weeding • remove weeds from the Borough

Restoration and protection of fauna and flora

Protection and promotion of fauna and endangered species, e.g. Hooded plovers • restoration of native vegetation • Protection of the environment

Supporting business and community prosperity

Objective: We have a thriving local economy and community that is underpinned by high quality infrastructure and services

Strategies

Promotion and Innovation in Tourism

Improve the quality of infrastructure that connects local facilities and tourism attractions across the Borough

Maintain and strengthen the vibrancy and local identity of the retail precincts

Job creation

Community transport including links to other regions and parking requirements in the Borough

Progress projects related to Defence, Maritime and lighthouse reserves. (In Planning)

Increase facilities and services for all children and young families

Continue to support small business, arts, events, festivals

Implement improvements to the Council managed caravan parks to achieve benefits for the whole community

Priority project ideas

Community access and participation

Making the sports facilities that suit needs and are accessible • improve cycling and walking network • Access to cycling trails • Maintain, expand, connect and increase safe cycling paths • Ensuring facilities are accessible to all, particularly the ageing population (more lights, toilets etc.) • Maintain, expand, connect and increase walking paths • Access to walking trails, good footpaths • active communal pathways • Link active open spaces to open parklands • more disabled parking spots in Queenscliff and Point Lonsdale • Better and cleaner toilets

Community transport and parking

Community bus • Implement parking restrictions • Maintain the local roads in a safe condition

Improve shopping precinct streetscapes

Need to give Hesse Street a refresh, upkeep of buildings, and removal of weeds. Improve streetscape. • beautification of shopping strips - different streets have different needs • Update caravan

parks and associated facilities, e.g. Toilets • Streetscape strategy and maintenance • Include a toilet in Hesse Street

Increase facilities and services for children and young families

Expanding kindergarten services • Providing additional childcare services (there's a significant wait at Lonsdale House) • Increase the facilities and services for children, young and young families • Provide playgroups • Ensure Library meets needs of all, including children and young families (e.g. baby/toddler time) • Run (or initiate) Childrens' Week event • Support events and infrastructure for Children • Improve and expand playgrounds • increase childcare opportunities

Promoting and Innovation in Tourism

Promoting tourism • Promotion of ecotourism opportunities, e.g. Q train • promoting tourism • encourage ideas for tourism and business - support from Council • develop a tourism strategy • promote tourism opportunities (e.g. As they do for Macedon Ranges) • more tourism attractions • Encouraging snorkelling and kayaking for tourism • Promotion and protection of our fauna and flora • Promotion of environmental tourism • Caravan parks

Support arts, events, festivals and community events

Support Arts and Culture • Support and encourage events and festivals for all ages by providing appropriate infrastructure • Making it clear what halls and other venues are available, with a community calendar • Making halls and other venues are easily accessible groups • supporting and promoting events and festivals • encourage arts and culture • promote events and festivals

Increase facilities and services for children and young families

Support small business • Supporting new, emerging and small businesses (e.g. technology, Council's catering choices) • Encouraging new business to the area, don't have empty shops • Bringing new and different businesses to BOQ • encourage local shopping, e.g. Loyalty/rewards • Continue the outdoor dining

Encouraging an inclusive and creative community

Objective: We have a welcoming, connected and diverse community that is supported by informed and consultative leadership

Strategies

Support initiatives and groups to foster inclusion and connection within our community

Develop leadership, governance and transparency skills within Council

Ensure Council and the community consistently listen and learn from each other

Engage all residents, including youth and diverse groups, in conversations about the future of our community

Prioritise the independence and financial viability of the Borough

Ensure Council's services meet the needs of a changing and diverse community

Advocate and work in partnership with other levels of government and the private sector on issues important to Borough residents

Strengthen our relationship with the City of Greater Geelong to ensure our communities work better together

Priority project ideas

Community connection

Support awareness for associations • make neighbourhood house welcoming/relevant to all ages, e.g. Move to a more attractive location • support and increase volunteering • welcome pack for new residents

Complete existing projects effectively

Complete projects that have been on the books • follow progress to achieve a positive outcome for the Borough

Council leadership and engagement

Make the Borough a cultural/arts/knowledge/hospitality centre • continuing easy engagement with council

Ensure sustainable and independent council

Financially sustainable council • ensure the Borough remains independent and viable

Liaising with other depts

Coordinating with other levels of government and departments and seeking grants • boundary change with CoGG, liaise with CoGG because of pressure

Meet needs of changing community including children and minority groups

Recognise all minority groups • continues to monitor how the community is changing to ensure they are constantly meeting the needs of a changing community

Promote community organisations, initiatives and events

Promote neighbourhood house • promote community organisations • promote the Men's Shed • support for the arts community and community events • increasing council's enabling of community initiatives • promote community organisations • support community initiatives and events

Promote volunteering opportunities

Protecting and celebrating Wadawurrung and Borough heritage

Objective: Our cultural and built history is conserved and celebrated

Strategies

Maintain the Borough's unique features and neighbourhood character (e.g. updating/completing the Urban Conservation Study/Heritage Review and the Urban Character Study, Coastal Management Plan)

Protect and educate (*and celebrate?*), in partnership/led by with Wadawurrung, their culture and heritage

Protect and educate (*and celebrate?*) post-settlement heritage, including maritime and military heritage

Protect and conserve private heritage buildings by supporting owners and through planning tools (*could be an action under the first strategy*)

Complete key heritage projects to enable their activation/ community use (e.g. Fort, P1 Huts, Avenue of Honour, Shortlands Bluff, Lighthouse)

Priority project ideas

Activate and promote built heritage

Promoting tourism and maintaining buildings • Activate built heritage • Historical centre for post-settlement • phone app

Complete heritage planning at Council

Complete heritage plan • Complete heritage plan to a high standard • strengthen planning scheme to protect what we have • appoint heritage advisor to Council

Educate about Wadawurrung heritage

Further education of Wadawurrung • Implement interpretive signs and storytelling and strategy for Wadawurrung • Educating children • Promotion of indigenous knowledge and walking trail

Identify and protect Wadawurrung heritage

Protect Wadawurrung significant sites

Promote Wadawurrung heritage through events and infrastructure

Initiating NAIDOC Week events • Wadawurrung cultural centre, engage with them • Use Wadawurrung language in place names, Council facilities and natural features

Protect post-settlement heritage, including maritime heritage

Protect Victorian and Edwardian heritage • protect maritime and military heritage • Protect heritage infrastructure • finalise/prioritise outstanding projects - e.g. PL lighthouse • maintain Avenue of Honour (inc replanting over time) - *need a committee?*

Support heritage building owners

Supporting owners of heritage buildings • Protecting privately-owned heritage buildings • scheme to encourage people to restore heritage assets, e.g. Low-interest loans

4. Unresolved matters

Matters needing resolution include:

- Feedback about the vision, stated via various panellists, indicated confusion about the terms ‘living heritage’ and ‘restorative’
- There are a lot of strategies for the *Protecting Country and our natural environment* pillar!
- Some of the strategies in *Supporting business and community prosperity* are not written in the same style as other strategies
- The following note was placed at the bottom of the *Protecting and celebrating Wadawurrung and Borough heritage* strategies: “*Note: Planning has not been picked up yet – urban character is inherently linked to Queenscliff’s heritage – broaden the pillar to protect the inherent characteristics of BoQ through planning*”
- There is overlap between the pillars as follows:

- Strategies for responsible pet ownership are in both the *Enhancing Health and Wellbeing* and the *Protecting Country and our natural environment* pillars
- Strategies for services for children and young families are in *Supporting business and community prosperity*, while those for aged care are in *Enhancing Health and Wellbeing*
- The ‘project ideas’ listed under each pillar came directly from the brainstorming session with panellists. They need to be refined.

5. Next steps

From here, Councillors will further workshop the strategies and develop a draft Council Plan, with the support of Council Officers to include various requirements.

The community will have an opportunity to comment on the Council Plan before Council considers it for adoption.

Council has asked me to pass on sincere thanks for the time and effort that each Community Panel member invested in drafting the Community Vision and Council Plan. It was a tremendous exercise in Council-community collaboration.