



**BELLARINE
COMMUNITY
COUNCIL Inc.**

Bellarine Community Council Inc.

Strategic Plan 2017 - 2018

“We lead and drive opportunities that enhance the quality of life on The Bellarine.”

This plan is the guiding document adopted by the Board to ensure the efforts required to achieve its aims are efficiently and effectively applied.

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Bellarine Community Council Overview



1. Introduction

Bellarine Community Council Incorporated ABN 63 874 310 113

The Strategic Plan has been prepared to roadmap the planned operations of the Bellarine Community Council Inc. (BCC) for the 2017 - 2018 period. Being the foundation plan, it incorporates background information to guide the content and structure for this plan, specifically -

- Formation of the BCC
- Process for engagement with foundation members
- Strategic Plan outcomes, and
- Outcomes drawn from a series of workshops

As the first strategic plan for the BCC, it will be reviewed on an annual basis by the Board and is open to development.

Mission Statement

The Bellarine Community Council Inc. (BCC) is a community focused organisation.

The **Key Objective** of the BCC is:

To preserve, protect and enhance the quality of life on The Bellarine.

The **Key Role** of the BCC is:

To encourage and facilitate a more integrated and co-ordinated approach in working with community, government organizations, and individuals to enhance the quality of life on The Bellarine. By design, BCC is not an institution that conducts operations in relation to roads, rates or rubbish and other traditional municipal services.

Values

Community Capacity:

BCC will focus on outcomes that add value to the community's capacity, specifically to the social, cultural, environmental and financial resources and assets of The Bellarine.

Sustainability:

BCC recognizes that an overarching goal is the sustainable enhancement of the regions, communities, social, environment and economic assets and activities.

2. How the BCC will deliver on its mission

Key Platforms

There are two key platforms underpinning the Mission.

A. Strategic Goals:

To integrate and leverage joint actions and approaches with community organisations, government, individuals and businesses to achieve the BCC Key Objective by:

- Developing and sharing of relevant knowledge and information
- Building sustainable community operative networks
- Building social, cultural, environmental and financial prosperity
- Encouraging adaptable people and productive relationships
- Developing and engaging skilled people
- Establishing accessible quality services
- Strengthening business and attracting investment
- Identifying partnership opportunities
- Undertaking further activities to protect and enhance The Bellarine

B. Strategic Projects:

Initially the 2017/18 Strategic Projects are as follows, and wherever possible, all will be conducted in conjunction with the relevant community associations and other organisations.

- The Bellarine Vision/Strategic Plan - in conjunction with Deakin Faculty of Architecture and Built Environment and CoGG
- Education - further engagement with Deakin Faculty of Architecture & Built Environment
- CoGG/BCC satellite office in conjunction with CoGG
- Townships - Urban Design Frameworks & settlement boundary incursions, plus Moolap and Eastshore proposals.
- Sustainable Development
- Water - rural/recreational/parks & gardens/residential
- Renewable Energy - solar, wind & tidal sources
- Coastal Asset protection
- Risks from climate change
- Communication - enhancement of digital capability
- Roads - urban & rural/including Drysdale By Pass
- Employment - increased opportunities
- Public transport - improved services and facilities
- Drysdale Landfill - conversion to a significant natural asset
- Tourism - enhanced assets and awareness

This list will evolve with time and the Members' mutual guidance.

Key Activities

The BCC key activities are to advocate, engage, plan and enhance. The members are actively encouraged to be involved in the implementation of BCC goals through issue based working groups.

BCC activities include:

- **Advocacy**

To develop the capacity to deliver effective advocacy and lobbying for endorsed strategic projects.

- **Facilitation**

To facilitate and provide the means for the successful delivery of endorsed strategic projects.

- **Communication**

To communicate with stakeholders as an essential element to foster understanding, coordination, cooperation and unity.

- **Partnerships**

The successful delivery of endorsed strategic projects is dependent on developing key partnerships which in turn facilitate direction, support, coordination, cooperation and unity in the community.

- **Networks**

To bring associations, groups and individuals together as key drivers for successful outcomes.

- **Member Engagement**

Members will be involved in the planning, delivering and evaluating of outcomes.

- **Community Engagement**

Community involvement is integral to a shared community vision and support for the strategic direction and outcomes.

- **Planning**

To develop a strong and widely accepted strategic plan based on community vision, understanding and sustainability.

- **Thinking**

To be a catalyst for ideas and foster those with the ability to add to The Bellarine's sustainable future and to challenge thinking to ensure clever and creative outcomes.

- **Endorsed Strategic Projects**

To advocate, facilitate and enable endorsed strategic projects.

- **Research**

To undertake or commission research into activities that underpin the BCC's objectives.

2.1 BCC Delivery Mechanism:

The BCC has determined it will deliver its Mission and provide value for members and the community by -

- Undertaking projects that meet the priorities of members
- Working with aligned community organisations, people and businesses
- Adopting a strong advocacy role on key issues impacting The Bellarine
- Establishing a vibrant business networking and education base
- Developing and exercising healthy relationships with local Government and other relevant State and Federal bodies.

Supporting this delivery will be a progressive and robust membership model, governance structure, and human and financial resources base.

A Work Plan will to be prepared and included to detail key actions over the period 2017/2018 and be the basis for monitoring progress against the Strategic Plan.

2.2 Governance Structure:

The Bellarine Community Council is a registered incorporated Association in terms of the Associations Incorporation Act 1981 and shall appoint a properly qualified Auditor. The remuneration shall be fixed and duties regulated in accordance with the Act and these Rules. The Group's Financial Year is from 1st July to 30th June.

Members are the foundation of the BCC organisation. Whilst there is provision for general meetings of members, it is likely that the formal meeting of all members will be the Annual General Meeting.

Constitutional change will be agreed in alignment with the adopted model Rules of BCC Incorporated.

The Leadership Council is the flagship component of the BCC, formed from the leaders and nominees from the community and regional organizations, and will meet regularly throughout the year by mutual agreement.

The primary functions of the Leadership Council will serve to guide the Values, Principles and Strategic Priorities of the BCC and will focus on the meaningful sharing of information, knowledge and experiences that advance The Bellarine within the context of the BCC Key Objective.

The Board has been established to create and lead the BCC and to determine interest in the issues that have been initially identified as critical to the development of the future of The Bellarine.

This establishment phase of the Board will last until the second Annual General Meeting of the Group or such earlier period at the choice of the Board. The reason for this is to ensure that the BCC governance is given the best possible chance of success by stability until the second AGM at which a full rolling tenure structure for Board appointments will be instituted.

2.2 Governance Structure: (cont'd):

Thereafter the Board is expected to have no more than 9 members, with provision for a smaller board if desirable. Four of the Board membership is reserved for Executive or appointed members who are also eligible to stand for any of the remaining board positions with four of the Board members elected from the Leadership Council.

The Chair will be appointed separately by the Board from either the Executive or elected members of the BCC or as an invited independent person of relevant standing and capability. Furthermore, the outgoing Chair may exercise a casting vote if necessary to ensure effective governance. All members are eligible to stand for the board.

To avoid working on projects that have little or no potential to help achieve the BCC's objectives, it is proposed that the Board must first endorse all projects. Such projects will then have the status of 'Endorsed Strategic Projects' (ESP) and where appropriate, will be supported by a working group made up of selected members who will drive the project's achievement. The Executive Officer will generally lead endorsed projects nominated by the Board with other members likely asked to lead specific projects.

2.3 BCC Membership Model:

There are three classes of membership –

1. Individual
2. Community Association
3. Businesses/Enterprises

These levels of membership have been structured to achieve a strong, dynamic and diverse membership base that can assist with the delivery of credible projects and real outcomes.

1. Individual

People who are residents, land or business owners and whose interests and activities are aligned to and supportive of the Objective and Purpose of the BCC.

2. Community Association

Community association members provide important broad based representation and opinions for the Council and Board. Leaders/ Presidents/ Chairs of member organisations will be eligible to be appointed to the Leadership Council or the Board of the BCC, subject to the agreement in majority by the Board.

3. Businesses/Enterprises

All small, medium and large businesses or enterprises with activities on the Bellarine are eligible to join the BCC. This category includes arts, crafts and related enterprises. One vote per business will apply at the membership level regardless of size.

Membership/In-kind support

A number of community members have offered assistance to support the association as an in-kind contribution. Where the value of their services has exceeded the value of their membership, additional service will be engaged from them to support the human resource base.

The Board, in consultation with the Leadership Council, will have discretion to vary and enhance the membership structure. This includes Patrons, Honorary or Life memberships. Significant changes will be ratified by the next appropriate meeting of the Leadership Council.

2.4. Human Resources

It is envisaged that in due course the employment of an Executive Officer is fundamental to the success and longevity of the Group. Further staff will be added to support the BCC when required, subject to program delivery needs and appropriate income levels.

2.5 BCC Financial Model:

Key objectives supporting the ongoing financial sustainability are:

1. Establish a sustainable Membership base.
2. Attract at least one new Patron / Executive Member each year.
3. Work with local business to grow the business membership base.
4. Seek and apply for grants income.
5. Source appropriate funding for project work financially eg. EPA.
6. Adhere strictly to the Budget unless formally agreed otherwise.
7. Present monthly finance reports including cash flow and membership reports to the Board for approval.
8. Audited annual program.
9. Creation of a financially sustainable organisation for the long term.

3. Work Plans

The Board recognises that in a rapidly changing economic environment, the need for proactive, timely responses to opportunities, risks and threats will be necessary.

Risks and threats of these emerging opportunities will be assessed in the context of and relevance to the strategic platforms and goals of the association to avoid being side tracked and wasting precious financial and human resources.

The Work Plans set out the key tasks required to deliver value outcomes consistent with the Key Platforms/Strategic Goals and Strategic Project areas and provide the basis for monitoring progress of the Strategic Plan.

Each of the tasks will have further detailed Action Plans with quantitative criteria for measuring the success of the task and therefore the achievements of the association.

4. Summary

The Bellarine Community Council is working towards the enhancement and development of a vibrant social, cultural, environmental and financially sustainable Bellarine. The prime focus of the BCC is the protection and enhancement of the quality of life on The Bellarine through networking, advocacy and delivery of the endorsed Strategic Projects.



The BCC will work with key organisations and individuals across the Bellarine and beyond. To some extent the BCC will be most effective when, as an association of organisations and members it will leverage all of our abilities to truly enhance the quality of life on The Bellarine.

The BCC has already established credible lines of communication with Federal, State and local Government bodies, along with the key local community and business groups.

The BCC will continue to improve that standing by hosting further forums, workshops and study groups to ensure the creation, understanding of and commitment to the vision for a vibrant, sustainable future.

We look forward to strengthening The Bellarine's existing economic and employment base by attracting and securing the development of new investment and resources to ensure a prosperous future based on sustainable foundations.

Finally, the BCC is excited to engage and form partnerships that will ultimately contribute to the success within and on behalf of communities of The Bellarine.

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Appendix 1: The Bellarine Context

The Bellarine is situated south east of Geelong and 85 kms from Melbourne via Geelong and the Princess Highway with the west bordered by Boundary Road, the east and north by Corio and Port Philip Bays, and to the south by Bass Strait. It has a central rural heartland, with coastal fringes populated by a number of townships namely Breamlea, Barwon Heads, Ocean Grove, Drysdale /Clifton Springs, Portarlington, Indented Head, St. Leonards, Point Lonsdale, Queenscliff and Leopold.

As at the last census in 2016, the permanent population is approximately 55,000 and an influx that triples the permanent population during the holiday periods.



The area of Geelong and The Bellarine was originally occupied by Indigenous Australian clans of the Wathaurong nation, prior to European settlement in the early 19th century. The convict William Buckley escaped from the Sorrento settlement in 1803, and lived among the Wathaurong people for 32 years on The Bellarine.

In 1835, John Batman used Indented Head as his base camp, leaving behind several employees whilst he returned to Tasmania (then known as Van Diemen's Land) for more supplies and his family. In this same year, Buckley surrendered to the party led by John Helder Wedge and was later pardoned by Lieutenant-Governor Sir George Arthur, and subsequently given the position of interpreter to the natives.

By 1850 The Bellarine was known as 'the granary of the colony' and Portarlington became a major player in the wheat industry. Transport was by sea on Port Phillip due to the poor roads. By the 1870's excursion traffic commenced, with tourists travelling from Melbourne by paddle steamers to enjoy fishing and swimming by the Bay, with the coastal towns being major holiday resorts.

In 1879 one of the first branch railways was built in Victoria, from South Geelong Station to Drysdale and Queenscliff. Encouraging the growth in agricultural production and leading to the decline in the bay steamer traffic to towns along the way, the commercial operation of the line did not cease until 1976.

Whilst not commercially viable for commuter services, the Bellarine Peninsula Railway operates tourist services between Queenscliff and Drysdale on the former Victorian Railways line, alongside which runs the Bellarine Rail Trail that continues into Geelong from Drysdale.

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The Borough of Queenscliffe, situated on The Bellarine is the last remaining Borough in Victoria, and was the only Local Government Area not changed in the mass Victorian municipality reorganization of 1993, enacted by then Liberal Premier Jeff Kennett. The remainder of The Bellarine is now included in the City of Greater Geelong, having previously been part of the Rural City of Bellarine.

The Bellarine Highway is the major road link, running east from Geelong through the middle of The Bellarine to Queenscliff. The Geelong-Portarlington Road is an important road link to the northern peninsula towns of Drysdale, Clifton Springs, Portarlington, St Leonards and Indented Head. Grubb Road runs north-south linking Drysdale and Ocean Grove.

Since 1987, the Peninsula Searoad Transport has operated a roll on/roll off vehicle ferry service from Queenscliff on The Bellarine to Sorrento on the Mornington Peninsula. In 2016 the Port Phillip Ferries commenced operating regular services between Portarlington and Melbourne. The Bellarine Transit System, operated by McHarry's Buslines, provides bus based public transport to the townships within The Bellarine.

Tourism is a major industry with water based recreational pursuits such as fishing, surfing, swimming, diving and other water related activities. In turn, they are supported by world class restaurants proudly offering a vast range of locally grown products consisting of olives, grapes, and grain crops along with several large hydroponic facilities. Commercial and recreational fishing, mussel and abalone farms, and a high class equine industry comprising equestrian, thoroughbred, recreation and pony clubs complement the lifestyle for residents and visitors alike.

The environment and all the area's natural assets are the real jewels of The Bellarine. These include the birdlife variety, the coasts, waterways, open spaces, farmland, vegetation, wildlife and clean air. At the heart and soul of the place are the separate yet interdependent settlements with their vibrant communities that all need to be protected and enhanced for the current and future generations who live, work, and visit The Bellarine.



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Appendix 2: Memberships

Bellarine Community Council Inc. (BCC) members provide a diverse broad based representation through individuals, groups and businesses to ensure The Bellarine issues, concerns and opportunities are collectively heard and addressed.

1. Individual

Available to:

Individuals of the community with an ongoing interest in The Bellarine.

Membership Benefits:

- Invitation to periodic BCC Meetings
- Opportunity to join any working group supporting an endorsed BCC Project
- Eligible for election on BCC Board

2. Community Association

Available to:

Not-for-profit community organisations/associations on The Bellarine.

Individuals of not-for-profit community organisations with an interest for The Bellarine.

Membership Benefits:

- The right to submit a project to the Board for consideration as an endorsed Strategic Project
- Opportunity to join any working group supporting an endorsed BCC Project
- Invitation to attend periodic BCC Meetings
- Display of your Association logo at the BCC office “The Hub”
- Display of your Association logo, your events on Facebook and Newsletter of BCC
- Hyperlink to your Association website on BCC website
- Eligibility for election on BCC Board

3. Businesses/Enterprises

This is an important membership class and as such members may come from large to medium commercial businesses based on the Bellarine and/or with an interest for The Bellarine.

Available to:

Businesses with ongoing interests for The Bellarine.

Membership Benefits:

- The right to submit an issue or project to the Board for consideration as an endorsed Strategic Project
- Opportunity to join any working group supporting an endorsed BCC Project
- Nominate one Company/Business representative to attend periodic BCC General Meetings
- Display of Company/Business Logo at the BCC office “The Hub”
- Display of Company/Business logo, your events on Facebook and Newsletter of BCC
- Hyperlink to your Company/Business website on BCC website