

Tabulam Racecourse & Riverside Reserve

Plan of Management

Part A

2008 -2013



Department of Lands



This Crown Reserve Plan of Management was adopted by the Minister for Lands on 27th of March 2009 .

Acknowledgements

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EXECUTIVE SUMMARY

This Plan of Management covers two areas of Crown land located on the Clarence River at Tabulam in the Northern Rivers region of New South Wales:

- Tabulam Racecourse
- Tabulam Riverside Reserve

The Tabulam Racecourse Trust is charged with the care, control and management of the racecourse and the Riverside Reserve. A community-based board of trustees is appointed by the Minister of Lands to manage the affairs of the Trust.

The Crown reserve system makes a significant contribution to the region's biodiversity, recreation and tourism values and contributes significantly to the character of the many small villages across the Northern Rivers.

Tabulam lies within the Kyogle Local Government Area. The area's close proximity to South East Queensland and the NSW Far North Coast tourist destinations such as Byron Bay and Ballina offers unique opportunities for visitors to experience the tranquility of the country and iconic country events such as country racing and camp drafts. Tabulam Racecourse and the Riverside Reserve provide a range of environmental, cultural, social, recreational and economic opportunities for the Tabulam community and the people of NSW.

The aim of this plan is to set out a clear strategic direction for both reserve areas and to provide a rational and accountable management framework for their future use and development. The plan examines opportunities to incorporate adjoining Crown lands into the existing reserve areas, generate income to support reserve management and proposes options to diversify the legitimate public use of the racecourse. It has been prepared in accordance with the *Crown Lands Act 1989* and other relevant legislation and policies applying to Crown Reserve Management. Once adopted by the Minister for Lands the Plan of Management is a legal instrument that sets out how the reserve will be managed in the years ahead.

The Riverside Recreational Reserve's notified purpose of "public recreation and access" is aligned with both past and present use. Tabulam Racecourse however is dedicated for the specific purpose of "racecourse". The dedication no longer encompasses the total value of the racecourse to the community and is a legal constraint to broader use of the site. Therefore the plan recommends that the scope of the *declared purpose* of the dedication be expanded to allow multiple usage especially for other forms of public recreation. In order to address any inconsistency with existing and potential future uses and the *declared purpose*, this plan seeks to formally endorse "public recreation" and "tourist facilities and services" as compatible and acceptable *additional purposes* pursuant to Section 112 of the Crown Lands Act 1989.

Whilst the Tabulam Racecourse Trust is passionate about the two reserves within this plan, it needs to concentrate its energies and finances to achieve:

- Better community understanding of the roles and responsibilities of the Trust
- Improved governance and commitment to best practice principles
- An increased focus on the Riverside Recreational Reserve particularly in terms of risk management
- Integrated management of adjoining Crown lands fronting the Clarence River to substantially enhance recreational opportunities for reserve users.
- A strategic approach to natural resource management through continued and expanded partnerships with environmental groups
- Financial sustainability by seeking funding, diversifying current revenue streams, and coordinating a combined fund raising effort amongst the major reserve users and the local community.
- A signage strategy to address promotional requirements and assist with risk management.

- Fully compliant risk management strategy particularly in terms of occupational health and safety, prohibited uses, and volunteer and contractor safety.

Many opportunities exist to expand usage of both reserve areas and this Plan of Management will provide an operational and strategic framework for the Trust to effectively take advantage of such opportunities.

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DEFINITIONS

Additional purpose	<p>in relation to a reserve, means any purpose that is additional to:</p> <p>(a) the declared purpose of the reserve, or</p> <p>(b) any purpose authorised by the Minister under section 121A of the Crown Lands Act, 1989 in relation to the reserve.</p>
Council	Kyogle Shire Council
Management Principles	The general principles that form the basis upon which land use and management decisions are made to achieve management objectives.
Declared purpose	In relation to land comprising a reserve, means the public purpose for which the land has been dedicated or reserved under Part 5 of the Crown Lands Act 1989, and includes any purpose or use permitted under, or in connection with, the declared purpose.
Management Units	Identifiable precincts or units of land based on natural, economic or social factors, or a combination of these factors
Aims	Statement indicating what is to be achieved in fulfilling the Management Principles.
Plan of Management	A statutory document prepared under Sections 112-116 of the Crown Lands Act, 1989 and adopted by the Minister for Lands, outlining the role of a Crown reserve and providing guidance on the administration, use, development and management of the land.
Recreation	A wide range of active or passive activities undertaken either individually or as a group for pleasure, health, renewal and relaxation.
Reserve	Land dedicated or reserved under Part 5 - Crown Lands Act 1989
Reserve Trust	A corporation constituted under Part 5 - Crown Lands Act, 1989 and appointed by the Minister to manage a Crown reserve..
Social Activities	The holding of social functions and activities, meetings, gatherings, educational instruction, arts & craft activities, club activities and childcare, whether carried out by the licensee/lessee or by another group under license or hire arrangements.
Sporting Activities	Those activities carried out by sporting clubs including the playing of games, training, the holding of meetings and social gatherings and other fundraising activities either undertaken by the club as the licensee/lessee or by another group under license or hire arrangements.
Strategy	A statement of how to achieve a desired outcome
Sustainable	Being able to carry out activities without damaging the long term health and integrity of natural and cultural environments.
Vision Statement	A broad statement of intent to focus activities and establish objectives and common direction - a custodial or stewardship commitment to future generations.

PLAN STRUCTURE

This plan of management is presented in two parts:

Part A sets out the basis for management including land status, administrative requirements, documentation and assessment of Crown reserve values, analysis of the issues and management challenges facing the Tabulam Racecourse Trust.

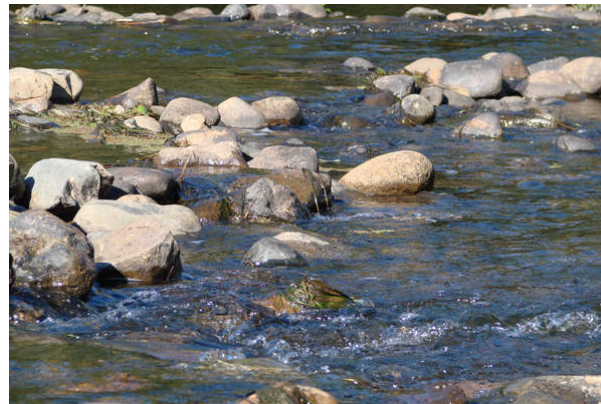
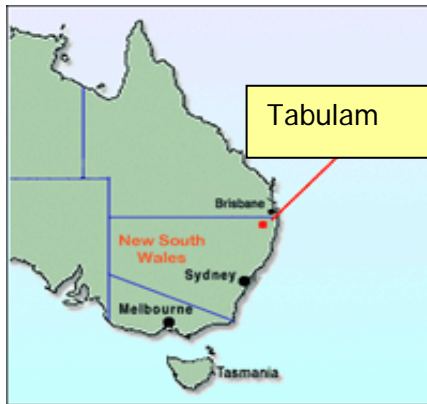
Part B provides a best practice management framework and mechanisms to achieve the vision and objectives determined by the Trust for Tabulam Racecourse and the Tabulam Riverside Reserve.



INTRODUCTION

Location

The Tabulam Racecourse and the Tabulam Riverside Reserve are located on the Clarence River in the quaint town of Tabulam in the Northern Rivers of New South Wales. Tabulam is situated in a beautiful setting just off the Bruxner Highway between Tenterfield (73 km) and Casino (58 km) and 830 km north-east of Sydney and some 250km from Brisbane and the Gold Coast. The township of 150 people lies within the southern end of the Kyogle Local Government Area with the Clarence River separating the town from the neighbouring Tenterfield Shire to the west.



This Plan of Management covers two Crown Reserves under the care, control and management of the Tabulam Racecourse Trust:

- Tabulam Racecourse
- Tabulam Riverside Reserve



Tabulam Racecourse Trust Plan of Management – Part A

Methodology

The concepts and initiatives in this Plan have been developed following lengthy consultation including:

- Two planning meetings with Trust members
- Tours of facilities
- One-on-one interviews with Trust members
- Consultation with user groups
- Consultation with the Department of Lands staff
- Consultation with Kyogle Council staff
- Workshop conducted on the 22nd July with the community
- Draft plan presented to Trust Board
- Draft Plan presented to Department of Lands
- Draft Plan placed on public exhibition between the 5th of December 2008 and 16th January 2009
- No submissions were received in response to public submission
- On the 10th of February, the Trust resolved to recommend the plan for Adoption by the Minister

Regional Context

Both the Tabulam Racecourse and the Tabulam Riverside Reserve lie within the Kyogle Local Government Area on the North Coast of New South Wales. The Northern Rivers region is one of the most diverse in NSW and ranks extremely high in terms of environmental significance and tourism values. Both reserves are located along the Clarence River and are significant within the Crown reserve system.

The Crown reserve system makes a significant contribution to the region's biodiversity, recreation and tourism values and contributes significantly to the character of small villages across the Northern Rivers. Tabulam Racecourse and the Tabulam Riverside Recreational Reserve create social, recreational and economic opportunities for the local Tabulam community and the region.

Tabulam Racecourse in particular offers social and recreational opportunities to both locals and visitors. The Tabulam Racecourse is one of 55 racecourses across NSW on Crown Land out of the 116 race tracks in the state. Racing NSW has identified country race tracks are critical to the long term sustainability of the racing industry. Racing facilities in the Northern Region are available at Lismore, Grafton, Ballina, Casino, Coffs Harbour, Nambucca, Murwillumbah and Tabulam. Each year it hosts the Tabulam Races although it is considered one of the smallest race carnivals in the region it is successful none-the-less.

Tabulam Racecourse also hosts an annual Campdraft with some 500+ competitors traveling from all over northern NSW to attend.

The Tabulam Riverside Reserve is located adjacent to the Clarence River. It is a great spot for picnicking and is the main access to a safe swimming hole for locals and visitors. Access to the reserve is via a back road past the Tabulam police station. Although this area would provide a wonderful day use location for travellers, it is not used for this purpose due to a lack of signage and promotion.

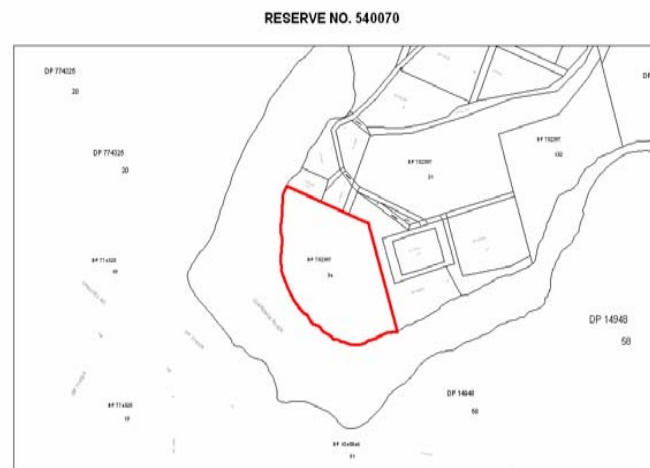
Land Description

Tabulam Racecourse

Legal Status – Dedicated for Racecourse



LOT 34 DP 752397



LOT 34 DP 752397

Maps supplied by Kyogle Council

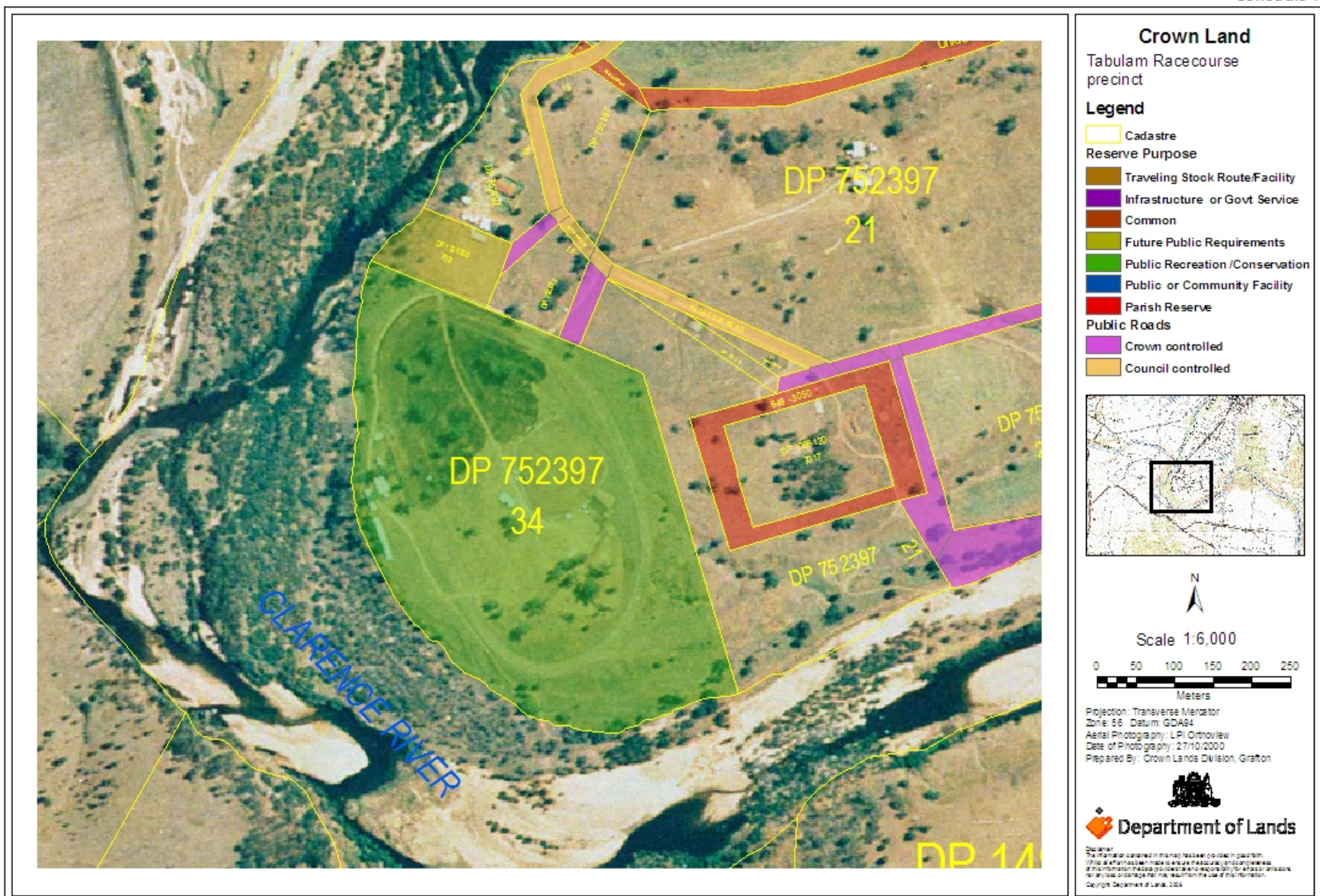
Tabulam Racecourse was dedicated by notification in the government gazette of 26 September 1896

The land comprises Portion 34 in the Parish of Tabulam, County of Drake and has an area of 20.23 Ha (50 acres)

It is some 3 Km from the centre of Tabulam and is accessible by a dirt formation Council public road that also provides access to the adjacent cemetery. The final section of road to the racecourse is a Crown public road.

The boundary of the racecourse is to the high bank of the Clarence River. A significant area of Crown Land lies between the racecourse and the present low bank of the Clarence River. This adjoining land comprises part Reserve 56146 from Sale or lease generally notified 11 May 1923 and has been held by the Racecourse Trust under licence from the Crown for many years.

This area is considered a critical part of the racecourse precinct providing excellent public access to the Clarence River with the positive amenity this affords visitors to the racecourse. This land is a natural extension to the Tabulam Racecourse however the current tenure is not preferable as a long-term management strategy. It would be preferable to bring this Crown land under the care and control of the Tabulam Racecourse Trust. Throughout this Plan of Management, this site will be referred to as '*Clarence River Crown Land*'.



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Map supplied by Department of Lands

Tabulam Riverside Reserve – R84819 Legal Status – Reserved for Public Recreation and Access

RESERVE NO. 84819



LOTS 7015-7016 DP 1026322

RESERVE NO. 84819



LOTS 7015-7016 DP 1026322

Maps supplied by Kyogle Council

Tabulam Riverside Reserve is set aside as Reserve 84819 for Public Recreation and Access notified 26 March 1964.

The land comprises Lots 7015 & 7016 DP 1026322 in the Parish of Tabulam, County of Drake and has an approximate area of 5.6 Ha.

This Reserve is situated between Bank St and Ford St and extends to the low bank of the Clarence River. It currently has the town water pumping facility on site.

An area of Crown land adjoins the northern boundary of the reserve and is a natural extension to the reserve.



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Map supplied by Department of Lands

Tabulam Racecourse Trust Plan of Management – Part A

Crown Reserve Trust Management

Tabulam Racecourse Trust is charged with the care, control and management of Tabulam Racecourse and Reserve 84819 for Recreation and Access (Tabulam Riverside Reserve) pursuant to Section 92 – Crown Lands Act 1989.

The Role of the Trust

Tabulam Racecourse Trust currently comprises a community based board of trustees that must administer the affairs of the Trust in a transparent and accountable manner and are responsible for all aspects of reserve management. As such, it is incumbent on the Trust to implement the adopted plan of management. The Trust must furnish a report on its activities to the Minister for Lands each year pursuant to Section 32 – Crown Lands Regulation 2006.

Planning Framework

This plan of management has been prepared in accordance with Section 112 - Crown Lands Act 1989 and all other relevant legislation and policies applying to Crown reserve management. Once adopted by the Minister for Lands the plan of management is a legal instrument that documents how the reserve is to be managed in the years ahead.

Legislation and Policy

A broad range of legislation, policies and planning instruments are relevant to the management of Crown reserves and have been considered in the formulation of this plan of management.

Crown Lands Act 1989

Crown reserves in New South Wales are subject to the general land management objectives and provisions of the Crown Lands Act 1989 particularly the reserve management provisions set out in Part 5.

The *Principles of Crown Land Management*, as defined in Section 11 of the Act, prescribe the basis for the management and administration of Crown land. They are:

- That environmental protection principles be observed in relation to the management and administration of Crown land;
- That the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible;
- That public use and enjoyment of appropriate Crown land be encouraged;
- Where appropriate multiple use of Crown land is encouraged;
- Where appropriate Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity;
- That Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

The proposed use, development and management practices of a reserve must be consistent with the notified public purpose of the reserve. The Act and associated departmental policies encourage the appropriate commercial use of reserved Crown land.

It should be noted that the Act requires that any proceeds of activities on reserved Crown land be applied by the Reserve Trust towards the management of that reserved Crown land, unless otherwise directed by the Minister. Thus any revenue generated by the Trust contributes to the funds required for the on-going management of the Reserve(s)

Crown Land Legislation Amendment Act 2005 (CLLAA)

As outlined in the CLLAA Section 112-114 and Section 121, additional uses or purposes for Crown reserves can be authorised in a number of ways:

1. By a plan of management developed by a reserve trust, and adopted by the Minister
2. By the Minister (by order published in the Government Gazette)

This plan of management will seek additional uses for the Tabulam Racecourse .

Crown Lands Regulation 2006

The Regulation is made under the Crown lands Act 1989 and deals with a range of matters relating to Crown reserves and reserve trusts including the purposes for which temporary licenses may be granted and the exhibition of draft plans of management.

Local Government Act

The Local Government Act provides for the establishment of Kyogle Valley Council and gives Council power to control many local activities through an approval process under Section 68 of the Act. For example, the operation of caravan parks and camping grounds is subject to an *operational approval* issued under the Act in accordance with the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds & Moveable Dwellings) Regulation 2005.

This regulation will be of significance should either the Tabulam Racecourse or the Tabulam Riverside Reserve be used in the future for camping as it specifies standards for caravan parks and camping grounds including the level of service required in a primitive camping ground.

Environmental Planning and Assessment Act 1979

The Environmental Planning and Assessment Act 1979 (EP&A Act) provides the statutory planning framework to control the use and development of land in New South Wales. A range of planning instruments (Local and Regional Environmental Plans & State Environmental Planning Policies) need to be considered when planning the future use and development of Tabulam Racecourse and Tabulam Riverside Recreational Reserve.

Zoning

Local environmental planning in Kyogle Local Government Area is currently subject to the provisions of Interim Development Order (IDO) No.1 supported by a suite of Development Control Plans. Kyogle Council is currently preparing a draft Local Environment Plan (LEP) which will replace the IDO.

Whilst the existing zones for the Tabulam Riverside Reserve is 2(v)village and Tabulam Racecourse is non urban 1(a) it is likely Crown Reserves will be more appropriately zoned.

State Environmental Planning Policies

A range of SEPPs may need to be considered in relation to planning and development on the racecourse and Riverside Reserve. For example:

State Environmental Planning Policy No. 21 — Caravan Parks (SEPP 21)

Development for the purposes of a caravan park may only be carried out with the consent of the council. Under SEPP 21, a caravan park means ‘...land (including a camping ground) on which caravans (or caravans and other moveable dwellings) are, or are to be, installed or placed.’

State Environmental Planning Policy (Infrastructure) 2007

SEPP (Infrastructure) was introduced on 1 January 2008 to simplify planning processes applying to the provision of infrastructure throughout NSW. The SEPP consolidates and updates 20 previous State planning instruments and amends a large number of local, regional and State instruments. Key provisions include;

1. Additional uses being permitted on certain State land (including some classes of Crown land) which would otherwise be prohibited under an LEP.
2. Exempt development categories for public authorities. Categories relevant to Crown reserves include access ramps, bush fire protection, car parks, fencing, landscaping, lighting, signage and boundary adjustments
3. Infrastructure planning provisions, including works and activities on Crown land, such as emergency services facilities, bushfire hazard reduction, parks and public reserves, flood mitigation works, port, wharf and boating facilities, waterway or foreshore management activities, etc
4. Consultation requirements when undertaking development subject to the SEPP
5. Development for any purpose may be carried out without consent on a Crown reserve by or on behalf of the appointed trustee where the development relates to the implementation of a plan of management adopted under the Crown lands Act 1989.
6. The SEPP does not remove any existing requirements to obtain relevant approvals under other legislation such as : National Parks & Wildlife Act 1974, Rural Fires Act 1997 etc

NSW State Plan

In November 2006 the NSW Government released the State Plan for the next 10 years. This plan of management makes relevant contributions to the following State Plan priorities;

Building harmonious communities

- more harmonious communities through public participation in social activities and reserve management

Delivering better services

- provision of appropriate facilities on Crown reserves
- healthier communities through increased participation in recreational activities

Practical environmental solutions

- improved environmental outcomes for natural resources
- enhanced opportunities for people to use Crown reserves and recreational facilities

Other Relevant Plans

- Kyogle Crown Reserve Strategic Plan 2008 – 2012, Kyogle Council
- Racing NSW Strategic Plan, 2004 – 2009
- Regional Report of Upper North East NSW, Dept of Resources and Conservation
- NSW National Parks and Wildlife Service, *Jubullum Flat Camp Aboriginal Area, Draft Plan of Management*

RESERVE VALUE

Environmental

Geology and Landforms

Tabulam Racecourse and Tabulam Riverside Recreational Reserve are located on the high river terrace of the east side of the Clarence River. It is rich soil above flood level.

The geological basis of the area is quartz-rich sandstones and interbedded shale and coal measures of the Triassic age Clarence-Moreton Basin.



Biodiversity

Tabulam Racecourse (and the land adjacent to it that borders the Clarence River), has remnant vegetation consisting mainly of old growth Forest Red Gums (*E. tereticornis*) and Weeping Bottlebrush (*Callistemon viminalis*) with some River Sheoaks (*Casuarina cunninghamiana*) and Black Wattle (*Acacia melanoxylon*) also present. The understorey consists of Mat Rush (*Lomandra* spp.) and a mixture of exotic and native grasses, as well as some lantana (*Lantana camara*). The condition of the

remnant vegetation is being severely affected by the catsclaw infestation and once this burden is removed, the trees will be healthier and more likely to regenerate naturally.

An environmental project underway by West of the Range Land Care Inc (WORLI) on the Clarence River Crown Land (adjacent to the racecourse) is having a positive effect on the downstream catchment and is raising the awareness about the problem of Catsclaw vine and improving community knowledge about control methods. This project will help to protect the Eastern Freshwater Cod, a threatened species, which has been recorded near the site at the "Cod Hole". The project will also benefit the wider Clarence catchment by improving biodiversity, enhancing water quality, reducing the catsclaw seed source of downstream infestation and ultimately reducing the erosion risk posed by mortality of riparian vegetation. This fits in well with the CMA Catchment Action Plan for the Northern Rivers, which lists Catsclaw as a priority environmental weed species.

Cultural

Aboriginal Cultural Heritage

*"Crown reserves form part of the landscape that is part of the identity, spirituality, connection and resource base for the local Aboriginal people of the Bundjalung Nation. The area is of great importance to local Aboriginal people and to their traditional laws, customs, beliefs and culture."*²

Both Tabulam Racecourse (and the Clarence River Crown Land) and Tabulam Riverside Reserve have cultural importance to the local Aboriginal Community. It is acknowledged that the Jabulum community are the primary custodians of this knowledge and appropriate representatives need to be consulted and involved in all projects that are undertaken on these reserves.

"The Bundjalung Aboriginal people were responsible for a large area extending from Beaudesert in the north, Clarence River in the south. From the sea edge of the Pacific Ocean, west to the foothills of the Great Dividing Range. There were about 10 sub-dialect groups of Bundjalung. The Werlabal (We:labal; Wahlubal) people were one of these sub dialect groups. The area occupied and maintained by the Werlabal people extended from the Richmond Range in the east to the foothills of the Great Dividing Range to the west. Their neighbours in the south were the Bundel of Baryulgil district, and to the north, the Gidabal, of Bonalbo and Woodenbong. This area took in a large section of the Clarence River and one of the favoured living places was Tabulam.

The name Tabulam is said to be derived from an incident when the white people say the area. They called out across the river, "What do you call this place?" The Aboriginal people called back "Jabilum", meaning "this is our place, we belong here", also, "my native home or my native country". It apparently sounded like Tabulam, so the surrounding area, and the station which followed came to be called Tabulam. The township which developed also took the name of the original station.

² Kyogle Council Strategic Plan for Crown Reserves, 2008-2013

No story of Tabulam would be complete without mention of the Aborigines who worked there. Ponjam, a full-blood Aborigine was the daughter of Derry, King of the Casino Tribe, wielded an amount of authority amongst the Aborigines employed at the station. Her husband, Harry Mundine, and her brother were stockmen at the station.

The Aboriginal stockmen and their families lived on the bank of the Clarence River in "humpies" of their own contrivance – bags, bark, and corrugated iron over a framework of samplings. Their graveyard was "up creek" from the old Tabulam Cemetery on the bank of Deep Creek. Graves were shallow; the body lay between two sheets of bark."³

This historical excerpt reflects the importance of the area, particularly along the riverside for the local Aboriginal community. Local aboriginal people from the Jubullum Village have been consulted in the past prior to any projects commencing on the Tabulam Racecourse. WORLI representatives have consulted with Aboriginal elder for Tabulam, Uncle Harry Walker regarding the current catsclaw project.

There is a commitment by the Trust for ongoing consultation with the Elders and the Jabullum Community. The Clarence River is a sacred site for the Aboriginal people and the Trust will respect indigenous culture at all times, notifying the Jubullum LALC immediately should any artifacts be found, and before any major works commence on site. In addition, Aboriginal places and objects are protected under the *National Parks and Wildlife Act 1974* and would not be disturbed in any way without prior consultation with the Department of Environment and Climate Change (DECC).

DECC's Aboriginal culture and heritage conservation principles are aimed at improving the wellbeing, sense of identity and cultural self-determination of Aboriginal communities across NSW. This is by assisting communities to:

- assess and document objects and places in the landscape to improve the understanding of the nature and distribution of Aboriginal heritage
- conserve and restore culturally significant objects and places in the landscape, for example, maintaining Aboriginal cemetery sites
- work with the NSW Government to manage natural resources in culturally appropriate ways
- return Aboriginal remains, cultural materials and knowledge back to Aboriginal people and communities
- declare Aboriginal places as protected under legislation
- promote co-management of Country with Aboriginal people.

Historical Heritage

Tabulam has a rich and diverse European cultural heritage associated with its early settlement and rural development, in particular the timber industry. It is a town that has history because of the land and the river, and the men and women who lived and worked there, bred cattle and horses and struggled against hardships.

³ A Place By The River, Isabel Wilkinson

It is a town whose history is also tied unequivocally with horses.

“In the late 1800’s, horse riding was not only the “sport of kings”, but the sport for the whole population. Everybody was involved with horses. If they were not actively involved, riding, driving, breaking in, breeding, grooming and feeding coach horses at least everyone had to travel on horseback or by horse-drawn vehicles. Horses were everywhere and were to be lived with, not merely watched through a ring side stall. Every settlement had its racecourse.

As early as 1865 the Tabulam map shows land set aside for a racecourse. It was probably used for informal picnic/bridle races prior to the real thing. The first official knowledge of the Tabulam Racing Club was in 1893.⁴

Tabulam also has the proud connection with the Light Horse from its beginning.

Significant Dates for Tabulam:

- Weekly mail service from Grafton to the Richmond River and Tabulam commenced in 1848.
- The Courthouse and Post Office opened in 1849.
- The **first Tabulam race meeting** [pre dedication of the race course] was held in 1864.
- Chauvel formed the Upper Clarence Light Horse troop in 1885. The town was proclaimed in 1885.
- The Tabulam Racing Club was founded in 1893 with the first race meeting held by the Club on 26 January 1894 .
- The **racecourse was dedicated** on the 26th of September, 1896.
- The first trustees were appointed on 6 January 1897. They were Messrs Robert Richmond Barnes, Michael George Jordon, James Jordon, James Maloney and Alfred Edward Ravenscroft
- Work began on the Tabulam Bridge in 1899 and was finished in 1903. In 1899 FJ Carson took up the Government Contract to build the bridge. It was built in drought years and completed in 1903, at a cost of 15,884 pounds. It was the first bridge to span the Clarence. The bridge is the longest de-durb trusse wooden bridge in Australia, it is 972 feet long and has a 15-foot wide roadway. The Tabulam Bridge has been placed on the heritage list.



⁴ A Place By The River, Isabel Wilkinson

Economic

Crown land provides a unique range of social, environmental, economic and recreational values and opportunities and is a significant asset for the people of New South Wales. Tabulam Racecourse and Tabulam Riverside Reserve add significantly to the regions attractions, particularly to the tourism market. Opportunities exist to enhance the economic importance, particularly for the racecourse, for Tabulam and communities beyond.

Land and Facilities

On Tabulam Racecourse there is some \$500,000 of buildings and infrastructure. The economic benefits of having good quality facilities in such a picturesque location have not yet been fully realised.

Currently income is achieved through the hire of these facilities for a three main activities:

- Tabulam Races for a 5 day event – once per year
- Campdraft for a 3 day program – once per year
- Camping – sporadic because of the current “dedication” for horse racing.

Events, eco-tourism and venue hire provide the greatest opportunities to create an economic benefit for the Trust and for the community.

Recreation

Tabulam is a small town in close proximity to South East Queensland, Ballina, and Byron Bay, making it an easily accessible nature-based playground.

Tabulam Riverside Recreational Reserve and the Tabulam Racecourse offer locals and visitors nature based recreational activities including camping, bird watching, and fishing, canoeing, swimming, picnicking and exploring.

In addition, the racecourse showcases the history of the area and helps to preserve a strong sense of pride in the community. Activities including the camp draft events and the annual Tabulam races are major events for the local community and a reason for people to visit the area.

Social

The Crown reserve system provides a range of resources and opportunities to fulfill the social needs of the community. Social events and activities for the Riverside Recreational Reserve and the racecourse are organised leisure activities, picnics and community activities for all age groups.

Strong social values are also attached to the preservation of community ownership and stewardship of these important public assets and the need to ensure that they are passed on as an inheritance for the benefit of future generations.

It is also important to remember that in small regional towns, social activities can be limited and consequently these Crown reserves offer the opportunity for social interaction that underpins rural community lifestyle.

“The races were the big social event of the year and the people came from miles and bought horses from Grafton, Warwick and Tenterfield and were all involved in some way. The station people everywhere held house parties and balls – the employed males and females seemed on the whole happy with the extra excitement, even if it meant extra work. Tabulam was no exception.”⁵

MANAGEMENT ISSUES AND CHALLENGES

The Trust

This Plan of Management is a first for the Tabulam Racecourse Trust. In its absence, it could be claimed that decisions in the past have been made in a reactionary rather than strategic way. The commitment to best practice by the Trust will be beneficial for the organisation and strengthen its management position and in turn its financial position. The Trust are role models for the community and the facility users and they must lead by example.

Currently there is no annual budget for the organisation, and the income from facility hire is only just paying for the basic expenses such as insurance and electricity. There is limited written policy and procedure developed, and where these do exist adherence to the “rules” is an area that needs improvement. For this reason, specific matters of governance have been included in this plan.

Regardless of the current financial and governance challenges, there is a passion and commitment by the Trust and the local community to ensure the racecourse grows and prospers in the years to come.

The role of the Racecourse Trust has been a delicate balance between encouraging community use of the facilities and charging appropriate level of fees to ensure long term sustainability. It is also noted that working within a small community and enforcing rules and regulations, can be perceived by users as unnecessary and overly bureaucratic. However, the reality is that flexibility can also be interpreted by users, the community and observers as inconsistent or unfair. Better to be consistent and transparent, than to be perceived as inequitable or unfair. The development and adherence to this Plan of Management will decrease conflict and misunderstandings and strengthen the leadership role of the Trust.

There is a high level of community support for the racecourse however, Tabulam Racecourse Trust needs more community volunteers to assist with operational aspects of the Trust. There is a lack of understanding by the community about the role (or scope) of the Trust. This has resulted in the Trust taking on roles that could be supported by community volunteers. The Trust will need to establish working groups to assist them, and a concerted effort to attract volunteers to help with the required work will be a priority. The opportunities identified within this plan can not be capitalised upon without more volunteer assistance.

Projects should be grouped into the areas of:

⁵ A Place By The River, Isabel Wilkinson

- maintenance
- fund raising
- promotions and marketing
- business development
- events

These projects must be given equal weight in terms of development and planning.

The more working or project groups that are established, the more critical it becomes to have good governance and communication strategies.

Tabulam Racecourse Trust will need to have regular, transparent meetings. Minutes of meeting will need to be displayed in key locations around the town to encourage ownership and understanding of the role and responsibilities of the Trust. In addition, the past twelve months of minutes will need to be located in one central location for all the community to access.

The Trust will need to guide and assist working or project groups through a formalised approach to operations including:

- Establishing code of operation and communication
- Establishing clear parameters for spending and decision making
- Developing a list of outcomes to be achieved
- Setting a clear agenda
- Reporting back on progress at Trust meetings.

The following should be implemented:

<p>Trust Meetings min. 6 per year Trust members only required to attend Working or project group report tabled at the meeting(s)</p>		
<p>Working/project team meetings as needed</p> <p>Report to Trust on progress</p>	<p>Community Consultation 1 per year</p> <p>Trust to update community of progress of the organisation.</p> <p>Plan the year ahead</p>	<p>Existing and New User Groups</p> <p>Complete all necessary paperwork as prescribed by the Trust Complete a hirer evaluation Work within lease or license arrangements Seek appropriate approval from the Trust for all works and activities on the Reserve Trust Bring issues to the attention of the Trust in a timely manner</p>

Key issues:

- Community and users do not understand the role of the Trust and consequently resent or ignore instructions from the Trust
- The Trust has no established working parties to oversee the operations. This places a large burden on the Trust who are currently responsible for the strategic management of the facilities AND the day-to-day operations (eg cleaning toilets, painting, mowing, taking fees, handling keys etc).
- No clear policies and procedures has created conflict with user groups. This too places additional burdens on the Trust, particularly in such a small community
- Lack of understanding of the role and responsibility of the Trust by the community and facility users has resulted in instances where the user groups have applied directly for funding and built infrastructure on site without the approval (or knowledge) or the Trust. The users then are reluctant to “hire” these facilities at a cost.
- No formal planning has resulted in duplicate facilities being built for specific users.
- Community involvement in projects for the reserve (versus an event) must be established. Rather than coming together to prepare the racecourse a month before the Tabulam races, the grounds should be mown and be kept weed free all year round. This in turn would make the reserve more appealing as a venue for hire in between the campdraft and the races.
- There is no money for longer term projects, or planned maintenance
- Users do not see the value (or need) to pay hire fees given they volunteer time to prepare the reserve for use, and in many instances have raised the funds to build the infrastructure that they must pay to use.
- Licenses have not been widely used or enforced in the past, creating tension when this does occur. This is particularly true for users who have not been expected to sign licenses in the past, or pay bonds.

Governance

It must be acknowledged that the *Department of Lands Trust Handbook* is a comprehensive reference for governance matters. Some of the most pressing governance matters for consideration and consolidation for the Tabulam Racecourse Trust are:

Insurance

The following Insurance Policies should be maintained at all times:

1. Public Liability: \$20,000,000
2. Volunteer Accident
3. Building and Contents
4. Workers Compensation

Asset Register

An (electronic) Asset Register should be developed and maintained. This is required for insurance and audit purposes and should be provided to both the Insurance Company and the Auditor annually.

Financial Delegations

The Treasurer has overall responsibility for the financial management of Trust. Payments must be approved and cheques written only by the approved Trust member(s). An account that has two Trust member signatures should be maintained.

Purchasing Policy

The Trust should develop (adopt) a policy that outlines the process for all expenditure. This would include how financial decisions are made, what approval is required and expenditure limits.

Segregation of Duties

Each Trust member should be given an outline of the roles and responsibilities of all Trust members. This is a priority and should be developed immediately. It is the responsibility of the President to ensure that each member is fulfilling their role within the context of the organisation as a whole.

Volunteer Induction Kit

All people who work or volunteer on the reserves must undergo an induction process. This would include OH&S requirements. This will reduce the risk to volunteers, reduce the rate of incidents occurring on site, and in turn reduce the potential for legal ramifications for the Trust. No volunteers should have access to the site without the prior approval of the Trust.

Occupational Health and Safety

An OH&S Policy should be developed and all Trust members, staff & volunteers should be aware of the policy and provided with copies upon request. An OH&S Committee should be convened comprising management, staff and volunteer representation. Legislation requires that the management and staff representatives must complete an OH&S Consultation Certificate. Information about courses, accreditation and policies may be accessed through the NSW Work Cover Authority. Refer also the *Department of Lands Trust Handbook*.

Licenses

A standard application for license will be adopted for each and all users of the facility. This will include the rules of hire for the facility including cleaning, damages, bond, power use, fees and charges. The license will clearly identify the facilities that are included in the hire charge. No deviation from the standard license can occur without approval by the Trust and documented in the minutes of a Trust meeting.

Key Register

A master set of keys must be held by the Trust secretary. Two complete sets of keys will be numbered (and recorded in the asset register) and also held by the Trust secretary. Keys will be allocated to users when the license agreement is signed and accepted by the Trust and payment of bond is received. Keys must be returned at the completion of the license agreement, or the cost of a replacement set will be invoiced and taken from the bond.

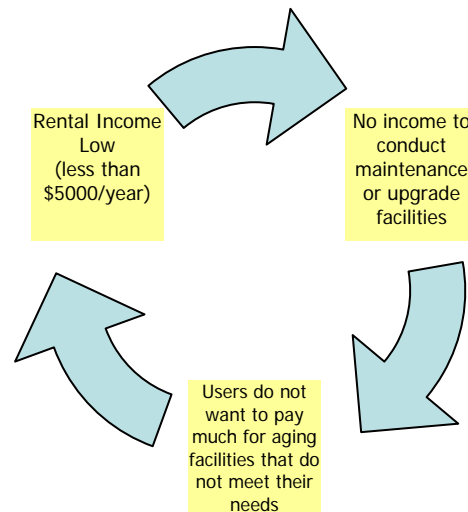
Key Issues:

- Lack of formal policies and procedures
- Lack of understanding of the importance or need for policies and procedures

- Perceived lack of accountability and transparency of the Trust by the community
- Resistance by users to comply with new policy and procedures

Funding

Tabulam Racecourse Trust is in a very poor financial position. Despite the significant infrastructure on the Tabulam Racecourse, the facilities are under-utilized. This means there is a very low rental income. The result is a self-perpetuating poor economic cycle of:



Developing income streams for the racecourse is critical. When income is increased, the maintenance will be addressed.

The racecourse is out of town and is situated on a picturesque location beside the Clarence River. There are very good toilet and shower facilities, hot water and power available on site. The location and facilities lend themselves to a range of activities such as:

- Venue hire for private parties
- Permanent and casual horse agistment and training
- Venue hire for agricultural shows and expos
- Camping and eco-tourism
- Water based activities

The economic benefits will flow to the Trust, for the current major users of the racecourse with increased patronage at events, and also the community with increase visitation and exposure of the area. It is also anticipated that new users will also be attracted to the Tabulam Racecourse.

Issues:

- Limited income does not allow for major maintenance, or paid staff – again Trust are operating under constant crisis control and this does not allow for the implementation of strategic and longer term initiatives.
- Poor facilities creates a cycle of low rent
- Camping opportunities outside of events can not be capitalized upon due to the racecourse dedication

Use of Crown Land

Under the Crown Lands Act 1989, Crown land can be reserved (or dedicated) for various public purposes including public recreation, public hall, showground, racecourse, environmental protection etc. Dedication is a more enduring form of reservation which cannot be revoked without tabling the matter before both Houses of Parliament.

The notified purpose of Tabulam Riverside Reserve for “public recreation and access” is aligned with its past and current use and the values identified in this plan. However, the dedication for “racecourse” applying to Tabulam Racecourse no longer encompass its full value to the community it serves.

For many years the racecourse and the adjoining Crown land has been used as a camping area for tourists due to the lack of other facilities in the area, the unique setting overlooking the Clarence River, and the very good facilities it offers in terms of toilets and showers. In the past this has generated much needed income for the Trust. However legitimate camping on the racecourse and the adjoining Crown land is limited to events associated with the dedication for racecourse and the terms of the current licence held by the Trust. To avoid exposure to liability public use must be consistent with the appropriate reserve, dedication or tenure.

There is an opportunity to expand use of the racecourse precinct as a primitive camping or ecotourism facility for travellers along the Bruxner Highway. Anecdotal evidence suggests that some 2-3 enquiries are made each day for local camping sites. There are no camping or caravan sites elsewhere in Tabulam. The expansion of camping is fully supported by the Department of Lands and offers a true business opportunity that could be developed by the Trust with minimal capital funding.

In the circumstances it is recommended that the current purpose of the dedication (racecourse) be expanded to address any inconsistency with existing use and fully reflect the identified values and scope of potential future uses of the racecourse.

Administrative options to expand the scope of future public use for the racecourse precinct include;

1. Revoke the dedication and re-dedicate, or reserve, the land for a more appropriate purpose ie public recreation
2. The adopted plan of management endorses “public recreation” and “tourist facilities and services” as compatible and acceptable *additional purposes* pursuant to Section 112 of the Crown Lands Act 1989.

Option 1 will require tabling the matter before both Houses of Parliament. Option 2 may be endorsed where the new purpose is generally compatible with the existing purpose, consistent with the principles of Crown land management and in the public interest. This plan of management is intended to effectively support the requirements of both options following its adoption.

Key issues:

- Racecourse dedication is restrictive in terms of its purpose. Camping and a range of other public recreation activities must be allowed to occur to increase usage which will also increase the income for the Trust.
- Dedication needs to be reviewed by the Trust with the assistance of the Department of Lands

Clarence River Crown Land

The land adjoining the racecourse is Crown Land. It is accessible only via the racecourse and it is also the only connection from the racecourse to the Clarence River. It significantly enhances the recreation opportunities for users of the racecourse, particularly when camping and would like to walk down to the river. The land is currently held under a tenure to the Racecourse Trust (permissive occupancy).

There is a natural extension of this land to the racecourse. The preference would be to amalgamate these two sites and both would come under the care and control of the Racecourse Trust. It would remove the fees associated with the Permissive Occupancy, and it would increase the strategic use of the site.



The area has significant recreational and environmental values that add appeal to the racecourse. Environmental works have been undertaken by WORLI with the removal of Catsclaw. Community information days also occurred as part of the WORLI project. Low impact water based activities could also be offered should the Clarence River Crown Land be amalgamated with the Tabulam Racecourse Trust. This would allow the tourism value of Tabulam Racecourse to be further enhanced.

Key Issues

- Land on the river is not a part of the racecourse
- The only access to this land is via the racecourse and therefore most users assume it is also managed by the Racecourse Trust
- Payment of fees to access Clarence River Crown Land with permissive occupancy is expensive and is not the best management model for this prime land
- Appropriate reservation and integration of management by the Tabulam Racecourse Trust is recommended

Tabulam Riverside Reserve

This reserve has prime tourism, recreational and social values. Increased access should be encouraged and with this must come increased risk management.

The reserve is subject to flooding and there are no facilities on site. It is primarily used by locals who use the reserve to get to a swimming hole in the river. Access is poorly signed however the reserve offers a significant tourist recreational opportunity. The location next to the Clarence River is ideal as a road side rest area, and/or day use picnic and BBQ area and such use is compatible with the notified reserve purpose. Access to safe swimming holes from this reserve would ensure travellers can safely and comfortably rest and swim in a natural environment. This reserve although visible from the bridge, is not easily accessible to travellers without increased and appropriate signage and promotion of the site.

A pumpsite and pipeline for the town water supply is located on the reserve. This infrastructure supplies over 35 households and is operated by the Tabulam Water Board, an unincorporated body. Occupation of the reserve is currently by way of letter from the Trust. Given the nature of this use and range of issues associated with public water supply this is not a matter that falls within the province of the Racecourse Trust. More formal arrangements for occupation of the site are required and should be pursued direct with the Department of Lands in consultation with Kyogle Council.

An area of Crown land adjoins the northern boundary of the reserve and is a natural extension to the reserve. Steps should be taken to incorporate this area into the existing reserve managed by the Trust.

Key Issues:

- Limited time and money is allocated by the Trust to the Riverside Recreational Reserve
- This reserve is not adjoining the racecourse and therefore has limited synergies with the racecourse
- The town water supply pump-site is on the reserve and priority must be given to more suitable tenure arrangements

- This is a major access point for the public to access the Clarence River – there is limited visitor risk minimisation strategies in place
- Addition of adjoining Crown land to the reserve managed by the Trust

Racecourse

Each year the Tabulam Races (a three day event) is run by the Tabulam Race Club. The Race Club hires the facility for the racing event, and supports the trust to prepare the grounds and the infrastructure through working bees and also with financial contributions and donations.

In recent years the Tabulam Race Club committee has become extremely proactive in the management and promotion of the Tabulam Races. The relationship between the Race Club and Trust is also developing into a strong partnership where both parties are actively working together to deliver an improved racing event. This has resulted in a professionally run event, that is growing in attendance numbers.

Whilst the Race Club could simply be considered as a facility user, in reality the importance of the Tabulam Race Club and the annual horse racing event is very significant to the community and to the trust because of:

- The history of the dedication – horse racing is the reason the land was dedicated
- The importance of country racing to the future of horse racing in NSW
- The positive impact the race event has for local businesses and the community
- The importance the community places on the event in terms of pride and community spirit
- The promotional exposure that is received for the site, the event and the community.

For all of these reasons, the Tabulam Races will remain a focus and priority of the Trust – they must work to ensure that the facility can deliver what is needed so the racing event can occur. Therefore it will be critical to continue to consult with the Tabulam Race Club in terms of the proposed expanded use for the facility to ensure that any proposed changes do not impact upon the racing standards required to hold a racing event.

Fees and charges will need to reflect maintenance and holding costs of the Tabulam Race Course, and the Race Club will need to support the Trust in meeting its financial responsibilities. This may include the consideration of holding more than one racing event each year. Again, the partnership approach is the best way forward for the users and also for the Trust, to ensure that the needs of all parties can be met.

Key Issues:

- Whilst the trust is not responsible for the promotion or running of events, it must be aware of constraints/conditions of users before making changes to the site (esp in terms of infrastructure)
- The Race Club must be considered a major partner, and not simply a facility user
- The Race Club will need to view increases in hire fees as a investment into the facility and into their racing event.

Natural Resource Management

A high priority will be to assess and prioritise the natural resource management issues relating to the racecourse and the Clarence River Crown Land (should it become amalgamated with the racecourse). This process will identify areas of greatest need for weed and pest management, bush regeneration and environmental restoration initiatives, and would involve extensive consultation with the Department of Lands, Department of Primary Industry, Catchment Management Authority and local LandCare and other community interest groups.

Tabulam Racecourse and Riverside Reserve are situated within the Casino Rural Lands Protection District. Under the provision of the Rural Lands Protection Act 1998 the Trust has an obligation to eradicate declared pests. As a public authority the Trust is also responsible for the control of declared noxious weeds on the reserves under the provision of the Noxious Weeds Act 1993 to the extent necessary to prevent the weeds from spreading to adjoining land.

Partnerships with WORLI should be continued and expanded to develop and consolidate environmental management outcomes.

Key Issues:

- No formal weed control program developed for the two parcels of land
- No formal bushfire management plan developed

Site Development Plan

There is in excess of \$500,000 of infrastructure on the racecourse. This has been built over many years with some buildings aging and in need of major repair and maintenance. The two major users of the Reserve are the Tabulam Race Club and the Tabulam Campdraft Association. Both users have contributed significantly to the reserve in terms of funding raised and volunteer's hours.

Whilst maintenance is a priority of the existing infrastructure, there is scope to improve and develop facilities on the reserve. This plan proposes the following:

- Build a secure storage facility
- Secure office for ticketing
- Turn-style entrance gate
- Underground Power and an upgrade to 3 phase power
- Permanent Phone line
- Signage
- Camp kitchen facilities for campers (minor upgrade to the bar area)

These facilities are in line with the proposed purposes for expanded use of the racecourse to include camping, events and shows and private parties. These additions would also address the needs of current users groups (phone for TAB during the races, office for ticketing to assist campdraft association, appropriate power supply for major events)

All fund raising activities must be focused on achieving these outcomes for the reserve before any additional works are planned.

In the longer term, the ultimate goal would be for the construction of a new purpose built facility for the racecourse. Given the capital required for construction the Trust will need to undertake a comprehensive feasibility study to assess financial viability.

A comprehensive site development plan and a landscape management plan is recommended to ensure a strategic approach to all development at the racecourse.

Key Issues:

- No funds to allow for upgrade or maintenance of facilities
- Traditional users have high levels of ownership of specific facilities – challenge with public access and hire of these specific buildings
- One complete toilet block currently doubles as a storage facility
- Power is insufficient during major events
- OH&S issues with current power supply (being rectified)
- No long term plan for infrastructure development, buildings are duplicated or not designed for mixed use

Signage and Promotion

Currently there is limited directional signage informing visitors how to access either the Tabulam Riverside Recreational Reserve or the Racecourse. Kyogle Council has advised the Trust of their desire to implement a Local Government Area signage strategy for all Crown Reserves. There is current signage in town that indicates camping is available at the racecourse. Unless this additional purpose is approved as part of this Plan of Management, this sign would need to be changed.



Should additional usage be approved, appropriate signage needs to be erected strategically on the Bruxner highway and through Tabulam informing travellers of the camping and event facilities available at the racecourse and also of the day use opportunities at the Riverside Recreational Reserve (swimming and picnicking).

Signage at the entrance of the racecourse should be erected, these signs should allow for event schedules to be advertised. Funding may be available for this via sponsorship, Kyogle Council and the Department of Lands.

The Trust will need to work with the local tourism association and Kyogle Council in the development of a promotional campaign to minimise financial outlay and maximise visitors to these sites.

Key issues:

- Lack of signage or incorrect signage
- No promotional signage advertising upcoming events at the racecourse
- No promotional signage for facility hire
- No directional signage to riverside reserve

Risk Management

The on-going assessment of risk and liabilities is a critical element of reserve management. A simple risk assessment was used in the preparation of this plan and will remain an important risk management tool for the Trust. Key risk areas for the Trust to address include:

- Occupational Health and Safety
- Environmental management including erosion, water quality and noxious weeds
- Liability including visitor safety and signage
- Emergency management including bushfire risk and evacuation procedures
- Contract management and authorisation of volunteers
- Asset management including management and maintenance of facilities (any damage to property, faults with any buildings etc)

Key issues:

- Risk management strategies require time and money to implement

Staff

The organisation does not currently employ any staff and is not in the financial position to be able to do so. Other racecourses across NSW have onsite management to assist with day to day operations, the supervision of activities and the collection of fees and charges. This is the ideal situation and would take an enormous amount of pressure off the Trust. It would also potentially decrease vandalism, increase revenue, and also enhance the experience of visitors (particularly campers). This plan has identified onsite staff as being beneficial to assist the organisation move to a position of long term sustainability.

In the short term, the Trust should seek to appoint a Caretaker of the grounds and using other Crown Reserve strategies as a guide. Employment contract may involve the provision of onsite residential accommodation in exchange for services. The Department of Lands is best placed to assist the trust and guide them through this process.

Key issues:

- Security of the facility - without supervision vandalism is a prime concern
- No one can collect fees and charges – either the trust doesn't get paid, or the facility doesn't get used
- No one to implement regular cleaning of the facility – volunteers too heavily relied upon
- No money to pay staff

STRATEGIC ANALYSIS

A SWOT analysis compares identified strengths, weaknesses, opportunities and threats. It provides an effective tool for land managers to establish a sound basis for reserve management.

Strengths – Are the unique qualities that people value about the reserve and also those aspects that give it resilience.

Weaknesses – Are constraints and issues that prevent the reserve from achieving its full potential. Whilst some cannot be changed, many represent opportunities for change.

Opportunities – Are possibilities to enhance reserve values in the future.

Threats – Are factors that may impact negatively on the future value of the reserve and its values.

The following summary for Tabulam Racecourse is drawn from inspections, assessments of reserve values and management to date, and the community consultation feedback.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Toilets and showers • Location on the river • Tourism value • Location to SEQ and East Coast – population numbers • Township has infrastructure to support events • Existing events – providing income • Heritage of racecourse • WORLI working there now – grant income • Volunteers supportive • Luncheon booth – gorgeous • Cool-room • Diverse buildings • Good water supply • Can cater for large scale events • Fairly isolated – so no noise challenges • Size of site can hold large scale events • Power and water supply 	<ul style="list-style-type: none"> • Power needs to be upgraded • Old facilities with white ant damage, aging, floor uneven/broken • Facilities are not linked to functionality • Pretty-ing up versus maintenance • No planned or scheduled general maintenance • Ad-hoc approach to everything • Lack of strategic planning of infrastructure • Low use of facilities • Access road – poorly maintained • Flood effected • Front gate is locked • Fencing • Lack of clarity of ownership • No cattle yards • Facility needs for specific users • No money for maintenance

Opportunities	Threat
<ul style="list-style-type: none"> • Tenterfield TAFE • Large scale events • School events • Church group • Scouts • Conferences • Motorbikes • Existing demand for camping • Private parties • Weddings and wakes • Water based activities eg canoes, rafting races • Purpose built central facility – power, function room, caravan park • Bicycle events • Demo building • Energy grants – feed into grid • Car meets • Easter event • 4WD and motor homes • Church group • Caretaker for the facility could be a volunteer 	<ul style="list-style-type: none"> • Locked out • Vandalism • Public transport • Fuel costs • Acts of god – damage ie fire, flood etc • No money to pay bills • Caretaker needed – how to pay • Limited access to shops/petrol on weekends during events may result in a poor experience by visitors • Red tape from Department of Lands, Council • Volunteers – low numbers, aging, no youth helping

The great strengths of Tabulam Racecourse and the Riverside Recreational Reserve lie in the location of the sites and their settings that present a diversity of recreational opportunities for locals and visitors. However the level of public use is constrained by a number of factors. The poor financial situation coupled with aging infrastructure have become major constraints for the Trust. The strong stewardship ethos of the major users of the site is an important strength and these groups should be given support, and additional users must also be encouraged.

Part B of this plan of management sets in place a strategic framework that recognises and addresses the various management constraints and identified threats to the long-term sustainability of the reserve. It also provides appropriate strategies to ensure that the existing opportunities to enhance the sites can be pursued by the trust for the benefit of the people of NSW.

Tabulam Racecourse & Riverside Reserve

Plan of Management

Part B

2008 -2013



Department of Lands



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PLAN OF MANAGEMENT

The aim of the Plan of Management is to provide an integrated mechanism to address the range of issues impacting on the values of the Tabulam Racecourse and Tabulam Riverside Reserve and to meet the current and future needs of the local community and visitors.

Vision

The Trust has adopted a vision for their two reserves to provide a focus for the objectives, strategies and processes set out in the plan of management. The vision is a broad statement of intent that sets in place a simple, positive and achievable direction for the future.

The vision for the Tabulam Racecourse and Riverside Reserve is:

“To protect and enhance the unique values of both Tabulam Racecourse and Tabulam Riverside Reserve while creating an inviting and sustainable recreation asset for the community of NSW.”

PRINCIPLES for MANAGEMENT

Decision-making for Tabulam Racecourse Trust will be guided by a set of principles covering all aspects of reserve use, management and administration. These principles establish broad guidelines for the Trust to follow in order to achieve its vision. They are an important point of reference for decision-making and will form the basis for the management objectives and strategies formulated for both Crown reserves.

Environmentally Sustainable Development: That environmental protection principles be observed in relation to the use and development of Tabulam Racecourse and Tabulam Riverside Recreational Reserve.

Values: That the natural and cultural resources be conserved wherever possible.

Public Use: That public use and enjoyment be encouraged where appropriate.

Multiple Use: That multiple use be encouraged where appropriate.

Community Involvement: Foster public understanding of the Crown reserve system, the role of the Trust and encourage community involvement in its management and operations where possible.

Risk Management: That the health and safety of visitors to Crown reserves is paramount.

Governance: That governance is in the public interest and of the highest legal and ethical standard subject to the above principles.

Funding and Resources: That a degree of self reliance in reserve funding and management programs be achieved through a range of innovative programs.

Promotion: That the marketing and promotion will be based on local and regional themes in a way that educates and inspires reserve users and visitors.

Evaluation & Feedback: That a process of evaluation and reporting that effectively monitors the implementation of the plan of management and achievement of milestones be established.

MANAGEMENT STRATEGIES

An integrated suite of management strategies has been formulated to achieve the identified management objectives for Tabulam Racecourse Trust.

Objectives	Key Issues	Strategies	Partners
Provide best practice reserve management	<ul style="list-style-type: none"> Limited financial resources Limited volunteers No clear policies and procedures Lack of understanding of the role of the Trust by the community and user groups Planned maintenance with budget allocation 	<ul style="list-style-type: none"> Develop and implement a policy and procedure manual for volunteers, Trust members and users of the reserves Maintain accurate asset register, insurance register and volunteer register Ensure audited financial statements are completed Adhere to all employer responsibilities under relevant legislation Provide staff/volunteers with position descriptions Develop a trust management information kit, updated annually. Increase volunteer base with project/working groups Establish clear communication Regular and transparent Trust meetings Consistently use license agreements for all users and enforce the terms 	Trust Department of Lands Auditor Kyogle Council
Encourage multiple use and enhanced economic sustainability through a wider range of recreational opportunities for Tabulam Racecourse	<ul style="list-style-type: none"> Dedication for "racecourse" is a constraint to multiple use and no longer encompasses the full range of potential public use. Existing opportunities for income producing recreational activities such as camping are legally constrained by the dedication 	<ul style="list-style-type: none"> Review the dedication for racecourse with a view to revocation in favour of a broader public purpose such as "public recreation" Endorse "public recreation" and "tourist facilities and services" as compatible and acceptable <i>additional purposes</i> for the racecourse pursuant to Section 112 of the Crown Lands Act 1989 	Department of Lands Trust

<p>Rationalise and expand where feasible the extent of adjoining Crown land able to be managed by the Trust</p>	<ul style="list-style-type: none"> • Crown land adjoining Tabulam Racecourse and Riverside Reserve is used by the public and adds significant value to the existing reserves but is not appropriately reserved or under control of the Trust • Land adjoining the racecourse is currently held under tenure with the Department of Lands • Opportunity to enhance public use and enjoyment of riverside Crown lands 	<ul style="list-style-type: none"> • Add, or appropriately reserve, the Crown land adjoining the Tabulam Racecourse and Riverside and integrate with the existing Trust management regime. 	<p>Department of Lands Trust</p>
<p>Preserve and enhance the significant environmental values of the reserves</p>	<ul style="list-style-type: none"> • Land on the river is infested with Catsclaw • No formal weed control program • No formal bushfire program • No formal site plan and appropriate policy for camping, vehicle access, horse riding and domesticated animals etc 	<ul style="list-style-type: none"> • Identify, restore and rehabilitate degraded areas • Develop and implement weed control and bushfire programs • Foster active partnerships with environmental agencies particularly WORLI • Work with Envite and Second Chance Facility to undertake appropriate environmental works • Maintain an appropriate balance of natural vegetation to enhance the recreational, environmental and visual amenity of the reserves • Develop and implement policy (and signage) for campers, vehicles, dogs, horses on the racecourse 	<p>Trust Envite Second Chance Facility Staff WORLI Rural Fire Service Kyogle Council</p>
<p>Protect and enhance Aboriginal Cultural values</p>	<ul style="list-style-type: none"> • Volunteers and contractors must be aware of significant sites 	<ul style="list-style-type: none"> • Sensitively identify, record and preserve Aboriginal cultural heritage values in consultation with Jabullum LALC and the Department of Environment & Climate Change(DECC) • Involve Aboriginal Elders in the planning of projects for the reserves • Provide appropriate interpretative signage 	<p>Trust Jabullum LALC Local Elders</p>

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			DECC
Protect and enhance the heritage value of both reserves	<ul style="list-style-type: none"> Limited promotion of the history of the racecourse 	<ul style="list-style-type: none"> Preserve and promote the unique history of the buildings, and the story behind the Tabulam Racecourse. 	Trust
Ensure grounds are maintained to a high standard	<ul style="list-style-type: none"> Racecourse reserve maintenance is focused on two events versus annual program of regular maintenance Vandalism of facilities Volunteers needed to clean facilities No money to pay staff, no onsite housing for staff 	<ul style="list-style-type: none"> Prepare and implement an annual maintenance program Employ on-site caretaker by providing free board and electricity in return for caretaking services including cleaning, basic maintenance, collection of fees, reduction in vandalism Purchase basic maintenance tools Apply for funding to build (or purchase) housing for caretaker residence Fund raise to generate leverage funds 	Trust Caretaker Funding agencies Kyogle Council
Provide a range of sustainable public recreation opportunities	<ul style="list-style-type: none"> Opportunities to significantly expand public use of the racecourse Current users have high level of ownership of facilities 	<ul style="list-style-type: none"> Ensure a range of compatible and complimentary uses on the reserves Plan for equitable use and minimal conflict Facilitate the maintenance and upgrade of public facilities Support activities by community social and recreation groups 	Trust Department of Lands
Manage Risk for users	<ul style="list-style-type: none"> Limited signage Limited control or supervision of volunteers Informal evacuation procedures Informal and ad-hoc contract management Informal and ad-hoc asset management Identified hazards on reserves with aging infrastructure, flood damage, electricity supply 	<ul style="list-style-type: none"> Implement risk management signage strategy Develop and actively promote evacuation procedures Formalise processes for dealing with contractors and volunteers including OH&S inductions, volunteer register, and appropriate supervision of works by people authorized by the Trust Trust to carry out regular risk management inspections and implement repairs and maintenance are required 	Trust Kyogle Council Department of Lands
Provide an appropriate level of facility on the site for current and expanded	<ul style="list-style-type: none"> Duplication of facilities on racecourse Need for additional facilities 	<ul style="list-style-type: none"> Apply for funding to be used for facility upgrades and maintenance Collectively fund raise for agreed projects on all 	Trust Reserve User

Tabulam Racecourse Trust Plan of Management – Part B

reserve use	<ul style="list-style-type: none"> • Current facilities need to be used for intended use • Power is insufficient during large events • No funds to upgrade, repair or maintain current infrastructure 	<p>reserve sites (including user groups)</p> <ul style="list-style-type: none"> • Upgrade power supply to 3-phase • Areas must not be used for storage of assets unless it was designed for this purpose 	<p>Groups</p> <p>Community</p> <p>Country Energy</p>
Build financial sustainability	<ul style="list-style-type: none"> • No cash in bank • Limited users of the facility • Aging infrastructure • Dedication of the racecourse for horse racing • No promotional strategy for users 	<ul style="list-style-type: none"> • Caretaker to collect users fees (esp camping and horse fees) • Review racecourse dedication to allow for expanded uses that will generate additional income • Implement new fee structure including bond, payment terms and pay for use system regarding power/water/phone usage. • Maximise reserve funding opportunities through grants, sponsors and other appropriate partnerships • Implement a promotional campaign to increase use of the racecourse including promotional and directional signage 	<p>Trust</p> <p>Department of Lands</p>
To enhance and encourage appropriate public use and access	<ul style="list-style-type: none"> • Need to maintain fair and equitable access • Public safety and risk management • Vandalism, property damage and or theft. • Unsafe or risky activities • Access to inappropriate locations 	<ul style="list-style-type: none"> • Onsite caretaker to supervise and enforce appropriate behaviour inline with policy and procedures. • Implement public awareness campaign • Include user rules on license agreements • Enforce the rules of license agreement and implement bond penalties to repair damage property • Select and install vandal resistant materials and design when developing facilities • Determine and implement suitable measures to address problems specific to particular areas eg hours of use (picnic areas, facilities) • Ensure prohibited activities are adequately signposted 	<p>Trust</p> <p>Caretaker</p> <p>Department of Lands</p>

Tabulam Racecourse Trust Plan of Management – Part B

Provide informative signs which identify prohibited activities, promote acceptable use of the reserve and educate the community.	<ul style="list-style-type: none"> Limited signage 	<ul style="list-style-type: none"> Implement signage plan to promote use of the Racecourse and Riverside Reserve for visitors and the community Design signs in accordance with State-wide Best Practice Guidelines to convey appropriate information Minimise the number of signs by combining information and simplifying messages. 	Trust Kyogle Council
Foster Community stewardship and participation in Reserve management	<ul style="list-style-type: none"> No planned volunteer program for the reserve Working days occur primarily with user group volunteers prior to major events only 	<ul style="list-style-type: none"> Provide suitable opportunities for volunteer participation in maintaining and enhancing reserve values Coordinate and authorise volunteer work plans with community groups and funding bodies 	Trust User Groups and Community

FINANCIAL MANAGEMENT

Trust income for Tabulam Racecourse Trust is currently sourced from agistment, event rental and camping fees. Additional potential sources of income include government grants and sponsorship. Financial support from the Department of Lands may be through application by the Trust to the Public Reserve Management Fund. Appendix 6 provides a more comprehensive list of funding sources.

As sources are limited it is imperative that all income and any other contributions “in kind” be used wisely to maximise opportunities for procuring matching grant funding wherever possible. User pays activities must be conducted on a sound commercial basis to ensure that the cost of management and other financial impacts on the reserve are covered and that the activity makes a meaningful contribution to the future well being of the reserves.

Appendices 1 – 4 provides an overview the financial aspects of the Tabulam Racecourse Trust.

APPENDICES

- Appendix 1 Summary of Financial Investigations**
- Appendix 2 Suggested Users**
- Appendix 3 Notional Cashflow**
- Appendix 4 Assets**
- Appendix 5 Attendees at Community Consultation**
- Appendix 6 Potential funding Sources**

Appendix 1 Summary of Financial Investigations

Tabulam Racecourse is predominately self-funded with income generated by the Trust being used to fund the management of the reserves under its care and control. Grants or donations from government or other sources can be sought to fund the enhancement of the reserves. All income shall be expended on the reserves for maintenance and enhancement in accordance with the Act and the Management Plan.

Summary of Profit/Loss for the Tabulam Racecourse Trust

Year	Income	Outgoings	Profit/ (loss)
2004-05	4,695.24	4,009.46	685.78
2005-06	4,510.56	4,927.56	(417)
2006-07	8,890.89	4,265.78	4,625.11
2007-08 (ending Jan 08)	2,034.82	4,357.63	(2,322.81)

Income from three main sources over the past four financial years

- Tabulam Race Club average \$2500
- Campdraft average \$1000
- Camping and venue hire average \$1000

Expenses from five main sources over the past four financial years

- Insurance average \$1500 (current year is \$2500)
- Emergency Maintenance average \$1000
- Power average \$800
- Rates average \$600
- Council fees average \$300

Current Infrastructure value

The official valuation is \$520,450

Basic Maintenance Tools Required

A compilation of tools required to complete basic onsite maintenance was identified by the Trust. These tools will allow Envite and the Second Chance Facility to send supervised work teams to complete scheduled maintenance works.

Tool	Purchase Cost	Repair and Maintenance or Replace /year
Paint and brushes	\$600 (\$165/15L)	\$495 (40L/year)
Hammers, screw driver set, tool box, screws, nails	\$600	\$100
Extension Ladder	\$700	\$50
Chainsaw	\$3,500	\$200
Brushcutter/whipper snipper head	\$1,200	\$100
Hand push mower	\$800	\$100
TOTAL	\$7,400	\$1045

Appendix 2 Suggested Users

The following table outlines the types of uses that could apply to Tabulam Racecourse. Fees and charges should:

- Reflect the values within this plan especially in terms of charging appropriate commercial rates and employing a full cost recovery analysis.
- Fees and charges should be reviewed annually to ensure (at a minimum) the running costs of the Trust can be met

Use
Track Fee (monthly)
Overnight stabling fee (applies only when horse owner are camping overnight)
Overnight camping –single person
Overnight camping – double
Overnight camping – family of four
Group Camping <ul style="list-style-type: none"> ○ 6 to 9 people ○ 10 to 19 people ○ 20 or more
Social event/function – birthdays, weddings (incorporating one building or area).
Social event/function with overnight camping/shower facilities
Large day events including power/water per event (no more than 3 day duration) NO CAMPING
Large events with overnight camping/shower facilities (no more than 3 day duration)
Large event extra daily charge. For events that exceed 3 days duration, a daily fee

Items for consideration when hiring facility:

- Hire fees plus a bond should be paid in full prior to the event.
- Bond should be a minimum of \$250.00 or 20% of the total hire fee (whichever is the higher amount)
- Bond should only be refunded following an inspection of the facilities by the Caretaker and approved by a Trust member.
- Telephone should be charged to all users on a cost recovery basis as metered
- In general, hire fees should include clean presentation of facilities (toilet/showers) for all users. Users to leave facilities in same condition as found as per license agreement. A credit system could be developed that allows users to gain credit from their hire fees by cleaning facilities themselves. The intention to apply for credit should be declared on the license form and be approved by the Trust.
- Bond would be used to pay for cleaning and/or repairs if the grounds or facilities are left unclean or damaged. This will be a condition of any lease hire agreement.

Appendix 3 - Notional Cashflow

Capital Budget

Start Up Costs	2009	2010	2011
Signage	8,000	0	0
Phone Line	1,000	0	0
Secure storage facility	5,000	0	0
Turn-style Entrance	0	5,000	0
Secure ticket office	0	0	15,000
Kitchen facility upgrade	0	10,000	0
Underground power	0	0	70,000
Tools	7,400	0	0

Assumptions for Capital Budget

Secure storage facility

\$10,000 – budget allocation for securing small area

Secure office for ticketing

\$15,000 – budget allocation

Turn-style entrance gate

\$5,000 – budget allocation for supply and installation

Power Upgrade

\$70,000

Permanent Phone line installed

\$1,000

Signage

\$8,000 – design, production and erection

Camp kitchen facilities (minor upgrade to the bar area)

\$10,000 – budget allocation to comply with Council Development Application requirements

Cash flow Projections

RECEIPTS	2009	2010	2011	2012
Grants	25,000	15,000	15,000	10,000
Fundraising	10,000	15,000	15,000	10,000
Camping	3,000	3,500	4,000	4,500
Venue Hire	1,000	1,500	2,000	2,500
Major Event Hire	8,800	10,000	11,000	12,000
TOTAL RECEIPTS	47,800	45,000	47,000	39,000
PAYMENTS				
Start Up Costs	2009	2010	2011	2012
Signage	8,000	0	0	0
Phone Line	1,000	0	0	0
Secure storage facility	5,000	0	0	0
Turn-style Entrance	0	5,000	0	0
Secure ticket office	0	0	15,000	0
Kitchen facility upgrade	0	10,000	0	0
Power Upgrade	0	0	70,000	0
Tools	7,400	0	0	0
Caretaker House	0	0	0	0
Total Start Up Costs	22,300	15,000	85,000	0
Operational Costs				
Rates	600	600	600	600
Emergency maintenance	1000	2000	2000	2000
Cleaning	500	500	1000	1000
Electricity & Gas	1000	1000	1000	1000
Insurance	2,500	2500	2500	2500
Council Fees	300	300	300	300
Repairs and Maintenance	3,000	4,000	4000	4000
Telephone	600	600	600	600
Sundry	500	500	500	500
Total Operational Costs	10,000	12,000	12,500	13,000
TOTAL PAYMENTS	33,300	27,000	97,500	13,000
Surplus(Deficit)	14,500	18,000	(50,500)	26,000
Opening Balance	0	14,500	32,500	(18,000)
Closing Balance	14,500	32,500	(18,000)	8,000

Appendix 4 Assets

Current Infrastructure

Track

Track length is 1220 m. Is grassed and has rails around the entire track. It is compliant with NSW Racing regulations. In the centre of the track is approximately 10-15 acres of grassed paddock that is used for camping during races and campdraft.

Main Pavilion:

Construction comprises corrugated metal roof, steel pole and frame, steel web truss, concrete floor and part concrete block wall and counter.

Approx. area: 320 m².

Includes an attached coolroom storage area comprising concrete block walls, concrete floor and corrugated metal roof.

Approx. Area: 23 m².

Toilet Block

Construction comprises concrete block walls, corrugated metal roof, concrete floor and lockable steel gates.

Includes a total of 16 stainless steel basins, 23 toilet suites, 4 showers, 3 stainless steel urinals with 6 stainless steel cisterns.

Approx. area: 138 m².

Stables

Construction comprises concrete block walls and steel pole with steel wire mesh inserts, steel frame, concrete floor and corrugated metal roof. Includes 60 stable boxes (30 aside).

Approx. Area: 290 m².

Facilities were valued in August 2008 at \$520,450 by an independent and qualified valuer. Approximately \$124,000 is for the campdraft facilities. A further \$396,000 is associated with the Horse racing facilities.

Includes a detached stable comprising similar construction and an additional 7 boxes with one being fully enclosed.

Approx. Area: 43 m².

Jockey Room

Construction comprises timber walls, corrugated metal roof, concrete floor.

Approx. Area: 22 m² plus a verandah of 10 m².

Control Room

Construction comprises timber walls, corrugated metal roof and concrete floor.

Approx. Area: 41 m² plus a verandah of 9 m².

Entertaining/Viewing Shed

Construction comprises timber walls, corrugated metal roof, and timber frame, timber and concrete floor. Part open and part enclosed.

Approx. Area: 164 m².

New Colour Bond Shed

Construction comprises colorbond walls and roof, concrete floor, part enclosed.

Approx. Area: 32 m².

Toilet Near Track

Construction comprises colorbond walls and roof, steel frame and concrete pad.

Includes 3 toilet suites, 2 basins, shower and makeshift urinals.

Approx. Area 29 m².

Additional activities proposed on the Tabulam Racecourse:

- Camping
- Riverside activities
- Private parties (venue hire)
- Tenterfield TAFE
- Large scale events (agriculture shows)
- School events
- Church group
- Scouts
- Motorbikes and Bicycle events
- Weddings and wakes
- Water based activities eg canoes, rafting races

Facilities that would need to be constructed to allow for current and expanded use include:

- A secure storage facility
- Secure office for ticketing
- Turn-style entrance gate
- Underground Power
- Power upgrade to 3 phase
- Permanent Phone line
- Signage
- Camp kitchen facilities (minor upgrade to the bar area)

Additional Asset

• Barbed wire	\$90
• Rail key way	\$100
• Sundries	\$50
• Jacobson Ride-on Mower	\$5,000
• 6.5 Hp water pump	\$900
• Mains pressure water pump	\$1000
Total	\$7,140

Appendix 5 - Attendees at Community Consultation

Milton King
Brian Wah
Samantha Muller (Consultant)
Patrick Allan
Suzie Coulston (Kyogle Council)
Margo Rutledge (Kyogle Council)
Anne Gibbs (Worli)
Jan Mills
Peter Baumann (Department Of Lands)
Frank Burgess
Graham Davis
Jeff McMillan
Anne Walsh
Jo Cherry

APOLOGIES

Nancy Martin
Robert Winterton
Lawrie Mills

Appendix 6 - Potential funding Sources

Funding available through Kyogle Council:

- Futures Funding
- Financial Assistance Scheme

Department of Lands

There are several sources of funding to assist managers of Crown land. Funding is made available to improve facilities, provide relief from natural disasters and protect the heritage value of Crown land, or its component facilities. The Public Reserves Management Fund has been established to specifically meet the needs of Crown reserves management.

Public Reserves Management Fund

The Public Reserves Management Fund provides loan monies and limited grants to Trusts. These funds are available for improvement works to Crown reserves and provide for both capital development and maintenance projects.

Assistance for showgrounds

Funds are provided annually by the State Government for the development and maintenance of showgrounds. Known as the Showgrounds Assistance Scheme, it is part of the Public Reserves Management Fund. Both Crown reserves and freehold showgrounds are eligible for assistance under the scheme.

The Scheme funds the balance of costs of projects beyond the scope of the available local funds. It is essential that there is a local contribution, whether monetary and/or manpower, with any funding proposal.

Assistance for caravan parks

Funding is provided annually by the State government for the development and maintenance of caravan parks and camping grounds on coastal Crown reserves. These funds are provided as grants for infrastructure and as low-interest loans for commercial enterprises. The program is known as the Caravan Parks Levy Scheme, and it is part of the Public Reserves Management Fund.

Natural disaster funding

The Natural Disaster Relief Scheme makes funds available to repair, replace or restore public property destroyed or damaged as a result of natural disasters.

Grants are made available to trusts that do not have the financial capability to meet the costs from their own resources for situations where facilities involved are regarded as 'Public Assets'. Funds for the scheme are made available from the Commonwealth and State Treasury. Reserve trusts can apply through their local Lands regional office.

Heritage funds

The NSW Heritage Office administers the NSW Heritage Assistance Program that provides grants or loans.

Funding is available to assist with surveys and educational activities as well as for the promotion of sound management and conservation of heritage items.

In addition many state and federal grants are available. To access information, Tabulam Racecourse Trust can:

1 Subscribe to Easy Grant.

For only \$55* (Not-for-Profits Groups & Schools) and \$330* (Government, Privates Businesses & Individuals), you receive:

- 12 monthly email newsletters
- All the latest new and recurring Federal and State Government, philanthropic and corporate grants
- Special email bulletins for important grants
- Access to database online anytime for FREE

http://www.ourcommunity.com.au/funding/grant_main.jsp

3. Gain free access via Community Builders Website – grant information is easy to access and evaluate quickly.

Capital Assistance Program

Funder: NSW Department of the Arts, Sport and Recreation

Program summary

The Capital assistance program (CAP) assists Local Government Authorities and not for profit organisations to develop community orientated local sporting and recreational facilities.

Key dates

Closing date of next funding round to be advised

Who can apply?

- Local government authorities
- Not for profit sporting and recreational organisations

What will be funded?

- Construction of new fixed and portable facilities and infrastructure including capital equipment with a life expectancy of 15+ years
- Enhancement of existing facilities e.g. watering systems, safety netting, lighting and upgrade of surfaces
- Provision of ancillary facilities at established venues e.g. sun protection shelters, change rooms, shower and toilet blocks.
- Projects that increase community access to existing facilities.

What will NOT be funded?

- Purchase of land
- General maintenance or replacement through normal wear and tear e.g. painting, running costs and repairs to existing facilities
- Equipment e.g. computers, printers, sports equipment, flagpoles
- Projects that have already commenced or been completed
- Projects that involve the development of private or commercial ventures including licensed areas of registered clubs
- Projects that provide little or no public benefit
- Construction or sealing of car parks or roads
- Projects that are the responsibility of another Ministerial portfolio.

Volunteer Grants Program

Provider: Dept of Families, Housing, Community Services and Indigenous Affairs

Region: National

Amounts: Funding requests may range from a minimum of \$1000 up to a maximum of \$5000 per organisation.

Closing Date: October 17, 2008

Purpose: To support volunteering, and to build social inclusion and community participation in Australian communities.

Overview: The Volunteer Grants Program 2008 provides funding for eligible not-for-profit organisations to support their volunteers and encourage volunteering by:

- purchasing small equipment and sporting items to help their existing volunteers and to encourage more people to become volunteers
- contributing towards fuel costs incurred in their volunteering work, such as when using their cars to transport others to activities, deliver food and assist people in need.

The Volunteer Grants Program 2008 provides funding of between \$1000 and \$5000 to help not for profit organisations to:

- buy tangible, small equipment items to help volunteers, and/or
- cover costs such as club sporting equipment and uniforms, training of volunteer sports coaches, and travel for specific sports-related purposes, and/or
- contribute towards fuel reimbursement for their volunteers.

Who can apply:

Eligible organisations must be Australian not-for-profit organisations:

- whose volunteers' work is aimed at supporting families and/or communities in Australia, and
- which are legal entities, such as, but not limited to:
 - incorporated entities, for example, legal entities registered under law such as incorporated charitable institutions
 - Australian private companies
 - Australian public companies
 - Registered cooperatives
 - Aboriginal corporations, i.e. incorporated under federal/state acts, or cooperatives
 - Organisations established through a specific piece of Australian or state/territory legislation, for example benevolent institutions.

Community Development Grants Program

Funder: Community Relations Commission (NSW)

Program summary

The Community Development Grants Program aims to support projects that have long term benefits for the community. Funding under this program is for twelve months. The Commission will only consider funding projects which are no longer than twelve months.

Key dates

Closing date of next funding round to be advised

Expressions of interest closed on 28 March 2008. Closing date for 2009 to be advised.

Who can apply?

Only not-for-profit community organisations that are either an association under the Associations Incorporation Act, a co-operative society under the Co-operatives Act, a company limited by guarantee under the Companies Code, or established by legislation. Organisations that are not incorporated may enter into auspicing arrangements with an incorporated organisation.

Who can't apply?

Individuals, for-profit companies or other organisations and local, state and commonwealth government departments and agencies are not eligible for funding.

What will be funded?

The project must be conducted in New South Wales. The Commission will consider a specific range of types of projects that address the priority areas for funding, which are listed below.

Projects may include the promotion of cultural expression, the enhancement of community development or capital purchases. The Commission will fund only minor capital based projects, including building works, where the organisation can demonstrate that the project meets the eligibility criteria. In addition, the organisation must demonstrate it has the funds to complete the project within twelve months of its receipt of a grant. A small amount of funding is available for innovative web-based programs.

What will NOT be funded?

Some activities are expressly ineligible for funding under the Community Development Grants Program. They are:

- any activity of a party political nature
- the promotion or celebration of national or independence days, except Australia Day
- the development, maintenance or promotion of places of worship
- the printing, production, promotion or distribution of newsletters
- the purchase of land
- visits by overseas artists (except tutors)
- any activity of a commercial nature that is for personal profit
- purchase or printing of religious publications
- media projects such as the production of audio and visual programs for broadcast.

The Commission will not subsidise financial shortfalls of projects funded from other sources nor will it pick up funding for projects previously funded by another body.

Current priorities

Priority for projects under the Community Development Grants Program will be given to new or ongoing projects that meet the eligibility criteria and in addition target one or more of the Commission's priority areas:

- emerging or small ethnic communities
- communities that are geographically or socially isolated
- promotion of community harmony and mutual understanding between and within communities of different cultural backgrounds
- development of community networks and structures, and
- projects addressing critical issues relating to cultural diversity at a local level.

How much funding is available?

\$17,490 for service provision, \$3,000 for cultural projects.

Volunteer Small Equipment Grants (VSEG) and VSEG - Sport

Funder: Dept of Family, Community Services and Indigenous Affairs

Program summary

VSEG provides funding of up to \$3,000 (GST inclusive) to help not for profit community organisations buy small equipment items to support volunteers whose work contributes to developing stronger families and communities. VSEG funding is for portable, tangible small equipment items that will directly help organisations' volunteers by making their work safer, easier and/or more enjoyable. If you wish to apply for sporting items, you should apply for VSEG - Sport.

VSEG - Sport aims to assist volunteer organisations, particularly those that support the involvement of children, in community based physical activities that contribute to community sporting participation and health. VSEG - Sport provides funding of up to \$3,000 (GST inclusive) to help not for profit, volunteer organisations to cover costs such as club sporting equipment and uniforms, training of volunteer coaches, and travel to participate in sport related occasions.

Key dates

Closing date of next funding round to be advised

There are currently no opportunities for funding. When funding opportunities become available in 2008-09 they will be advertised on this website at www.fahcsia.gov.au.

Enquiries can be directed to the Volunteer Grants Program:

- Hotline on 1800 183 374 - Monday - Friday, 9am to 5pm (AEST)
- TTY: 1800 260 402
- Email at vgp2008@fahcsia.gov.au

Who can apply?

VSEG

Organisations can apply for grants of up to \$3,000 (GST inclusive) to purchase necessary equipment that supports their volunteers in making their valuable contribution to their local communities.

VSEG - Sport

Organisations can apply for up to \$3000 to fund sporting items to encourage participation and better health, particularly involving young people.

Who can't apply?

For information regarding the type of organisations eligible to apply and what sort of equipment items are eligible under VSEG, please read the [VSEG 2007 Eligible organisations page](#) (This information is provided within the application guidelines.)

What will be funded?

Organisations are advised that VSEG is a very competitive process and it is essential that all applicants read the [Volunteer Small Equipment Grants \(VSEG\) 2007 Application Guidelines - PDF \[177kb\]](#) carefully. We also suggest you read the [How to Complete a Volunteer Small Equipment Grants \(VSEG 2007\) application form - PDF \[125kb\] | RTF \[546\]](#) to assist you to complete the form.

How much funding is available?

Up to \$3,000 each

YAPA Youth Participation Grants Program

Funder: [Youth Action & Policy Association NSW](#)

Program summary

The Youth Participation Grants Program gives young people the power and resources to develop and implement community activities in their local area.

Key dates

Closing date of next funding round to be advised

Next grant round to be in early 2009 - still to be announced

Who can apply?

If you are aged between 12 and 25 years, and living in NSW, you can apply for a youth participation grant.

Who can't apply?

Anyone not aged 12 - 25 years and living in NSW, including organisations working with young people

What will be funded?

Any type of activity which benefits the community in some way may be funded, so long as it's:

- run by a group of young people

- legal and safe
- has a wider community benefit,
- and you can make it happen.

A selection panel will award grants to young people who can demonstrate that:

- their project benefits the community in some way
- the idea for the project has come from young people
- the application has been created by young people
- their project will increase community interaction

What will NOT be funded?

The Youth Participation Grants Program is unable to fund the following purposes:

- on-going organisational infrastructure eg computers, office equipment, uniforms, other core operational items, etc.
- a project which duplicates either a previous project or existing available services to an identical target group within the same geographic location
- medical treatment
- undergraduate and post-graduate study (including fees, texts, living and related expenses)
- an overseas course of study or training
- donations to unspecified projects
- projects in which funding will contribute to the spread of particular religious or political beliefs
- projects of an individual nature that do not involve any immediate benefits to young people and their communities, beyond the benefits to the applicants
- retrospective funding

How much funding is available?

You can apply for up to a maximum of \$5,500

Regional Sports Facilities Program

Funder: NSW Department of the Arts, Sport and Recreation

Program summary

Funds are used to enhance the range, availability and quality of sport and recreational facilities throughout NSW, that meet the needs of both talented and elite athletes and the general community.

Key dates

Closing date of next funding round to be advised

Who can apply?

- Local government authorities (councils)
- Not for profit sporting and recreational organisations

What will be funded?

- Applications for the construction of new facilities
- Applications for the upgrading of existing facilities, e.g. upgrading a local facility to incorporate state or national standards and/or be able to cater for multi-purpose activities
- Applications for the provision of ancillary and support facilities at established local sporting and recreational facilities
- Applications for projects that will improve access for under-represented groups in the community.

Area Assistance Scheme

Funder: Department of Community Services (NSW)

Program summary

The Area Assistance Scheme is now closed!

The Area Assistance Scheme (AAS) is a regional community development program run by the Department of Community Services. It provides grants to local councils and non-government organisations for projects that improve community well being and how communities function. The AAS works within a whole-of-government framework to deliver its outcomes.

Key dates

Closing date of next funding round to be advised

Who can apply?

Incorporated non-profit community organisations, councils or regional organisations of councils, that have a current Australian Business Number (ABN). AAS funding is available only in the following regions; Central Coast, Hunter, Illawarra, Macarthur, North Coast and Western Sydney.

Applicants must also meet the Eligibility Criteria as stated in the Funding Guide.

All applicants must have a Registration Code before they can apply for Area Assistance Scheme (AAS) funding. If you do not have a Registration Code your project application will not be accepted.

This Registration Code is available from your Community Project Officer (CPO) at your local Council for local projects and sub-regional projects, or from the Area Assistance Scheme Senior Regional Strategies Officer (SRSO) for regional projects. [Follow this link for CPO & SRSO contact details.](#)

To apply for funding

The 2009 AAS Funding Round is now closed.

Who can't apply?

Some organisations that are not eligible for AAS funding include, schools, universities, child care centres, privately run kindergartens, other government departments and service clubs. Please read the Eligibility Criteria in the Funding Guide for more information.

What will be funded?

The AAS funds one year only projects between \$10,000 and \$110,000. Projects funded under the AAS fall into two broad categories.

- Capital (Facilities and resources - one off) e.g. renovations to facilities, equipment and fit out of facilities.
- Other one-off projects that do not require recurrent funding e.g. brochures, information kits, one-off events or action research.

What will NOT be funded?

Applications that do not meet the AAS Eligibility Criteria.

The AAS will not fund a direct service of another government agency or local council.

Current priorities

All projects funded by the AAS must meet at least one of the priorities identified in the AAS Funding Outcomes framework. AAS 2008/09 Funding Outcomes are on page 14 of the [Funding Guide](#).

- connecting communities through partnerships
- building community leadership and capacity
- promoting safer communities

Regional Communities

Assistance for regional communities from the Department of State and Regional Development

Regional communities throughout NSW thrive by developing skills and encouraging initiatives that boost local economic activity.

To ensure regional NSW shares in the economic growth experienced nationally the Department works with regional communities to help them respond to and manage economic change.

It works in partnership with local councils and businesses, business organisations and community groups to create new investment and jobs across the State.

Communities benefit from a number of DSRD programs that encourage community economic development by assisting communities with marketing and promotion, planning workshops, skills development and business development projects.

Other programs help communities respond to particular economic development issues or the effects of economic restructuring and the loss of jobs.

New \$176m Better Regions Program

During the 2007 election, the Australian Government made a significant commitment to fund projects that had been identified by local communities across Regional Australia as priority investments for their region.

These projects are now being implemented under the \$176m Better Regions Program and will provide important community infrastructure which will significantly enhance the livability of regions and regional towns.

The Better Regions Program has been developed to ensure that the implementation of these election commitment projects is consistent with all relevant requirements of the Financial Management and Accountability (FMA) Regulations 1997, the ANAO Best Practice guide and the recommendations from the ANAO Audit of the Regional Partnerships program.

2.1 Obtaining information about the project

In order that a Better Regions proposal can be approved for funding by the Government and a Funding Agreement (contract) can be developed, each proponent will need to provide information about their organisation and the project. This information includes:

- Details and credentials of the proponent's organisation and any related entities in the corporate group;
- Details of the project, including funding arrangements;
- Financial information including quotations, cost estimates and budgets;
- Project timeframes;
- Project delivery information including project and business plans; and
- All statutory and other approvals required if relevant for the project.

The level of detail sought from proponents will depend on the potential risk of the project which is based on the level of funding:

- Up to \$50,000;
- \$50,001 to \$250,000; and
- over \$250,000.

To ensure that these projects are implemented as quickly as possible so that communities can start to benefit from them, all supporting documentation needs to be provided to the Government by no later than 1 February 2009. Where proponents are unable to meet this timeframe, the reasons for any delays will be assessed and the likelihood of these projects proceeding will be considered by the Government.

http://www.infrastructure.gov.au/regional/files//Better_Regions_Guidelines_29Aug2008.doc