

PLAN OF MANAGEMENT

for

**Reserve 65963 for Public Recreation,
Resting Place and Communication Facilities**

at

SCOTT'S HEAD

for the

NSW CROWN HOLIDAY PARKS TRUST

and



September 2013 – **Adopted 25th August 2014**

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Resting Place and Communication
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including

SCOTTS HEAD HOLIDAY PARK

at

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NSW CROWN HOLIDAY PARKS TRUST

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September 2013 - Adopted 25th August 2014

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A note to the Scotts Head local community, businesses, organisations and visitors to the region

On behalf of the Board of the NSW Crown Holiday Parks Trust and our management team I am pleased to present this Plan of Management for the Scotts Head Holiday Park.

In August 2013, the Deputy Premier, the Honourable Andrew Stoner MP announced the appointment of an external Board of Directors to oversee the recently formed NSW Crown Holiday Parks Trust on behalf of the people of NSW.

The Trust was formed to consolidate the operations of twenty six coastal and eight inland holiday parks and reserves located on Crown Land throughout NSW in some of the State's most iconic locations.

Under the Crown Lands Act (1989) (the principal Act governing the administration of Crown Land in NSW) land resources are to be shared equitably in accordance with the principles of environmental protection, conservation and ecological sustainability, public use and enjoyment as well as encouraging multiple use of the land.

The Trust Boards' role is to set the framework and oversee the management of and provide accountability for these holiday and recreational reserves which are enjoyed by hundreds of thousands of domestic and international visitors each year and are an important part of local and regional communities and economies. This role is particularly relevant given the competitive recreational and tourism market and complex regulatory requirements facing holiday parks not only in NSW but also throughout Australia today.

The Board recognises the economic, environmental and social importance of Crown Land to local communities and to the State. It also recognises the ongoing need to improve existing facilities and develop new ones, providing for the sustainability of Crown Land assets for the benefit of the people of NSW - now and into the future.

The Board understands that the ongoing use and management of Crown Land is an important issue for local communities. It is committed to ensuring that local communities and other stakeholders are well informed about plans for the upgrade of Holiday Parks and public recreation areas in their area which come under the management of the Board.

It is important for local communities to be aware of the need to plan for the sustainability - both economically and environmentally - of that Crown Land.

Improvements planned for Scotts Head Holiday Park have been designed to provide for the longevity of the Park, for the convenience and comfort of its users and to continue to meet safety and other regulatory requirements, as well as recognising the role of the Park in the local community.

Some of the key aspects of the Plan of Management include:

- Creation of a new holiday van precinct on land to be leased from Council including provision of new infrastructure and amenities
- Creation of a new park entry/exit, reception and residence within a new parcel of land dedicated by Council to the Crown for inclusion in the reserve
- Definition of the boundaries of the Reserve to establish a new lease area over Council land for the holiday van precinct
- Redevelopment of the day use area of the reserve including provision of new car parking, park furniture, upgraded amenities, new landscaping, pathways and a playground in the central precinct

It is the Board's belief that Holiday Parks that are well designed and managed have the best potential to support local economies and communities. Scotts Head Holiday Park has been part of the local community for many decades. However, in order to keep pace with forecast user need, regulatory and safety requirements and maintain competitive standards it is essential that the Park undergoes continuous improvement.

The directions outlined in the Plan of Management will underpin the sustainability of the Holiday Park into the future. In doing so, it will also ensure the Park is able to provide needed funding for recreation facilities, community infrastructure and environmental projects in local reserves and ultimately provide a continuing sustainable economic and environmental asset for the community, visitors to the region and the people of NSW.

Yours sincerely

Alan A Revell

Chair
NSW Crown Holiday Parks Trust

Contents

1	PREAMBLE	5
1.1	Introduction.....	5
1.2	Land Status.....	5
1.3	Basis for Management.....	7
1.4	North Coast Holiday Parks.....	7
1.5	Scotts Head Master Plan Study.....	8
1.6	Management Precincts.....	9
1.7	Purpose of this Plan.....	9
2	STATUTORY AND POLICY FRAMEWORK	13
2.1	Introduction.....	13
2.2	Crown Lands Act 1989.....	13
2.2.1	Crown Lands (General Reserves) By-law 2006.....	14
2.3	Environmental Planning and Assessment Act 1979.....	14
2.4	Local Government Act 1993.....	15
2.5	Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005.....	15
2.6	Holiday Parks (Long Term Casual Occupation) Act 2002.....	16
2.7	Rural Fires Act 1997.....	16
2.8	The Native Vegetation Act 2003 and Regulation 2005.....	16
2.9	Federal Disability Discrimination Act 1992.....	17
2.10	Relevant Environmental Planning Instruments.....	17
2.10.1	Nambucca Local Environmental Plan 2010.....	17
2.10.2	Nambucca Development Control Plan 2010.....	18
2.10.3	State Environmental Planning Policy No 14 – Coastal Wetlands.....	18
2.10.4	State Environmental Planning Policy No. 21 – Caravan Parks.....	19
2.10.5	State Environmental Planning Policy No 71.....	19
2.10.6	State Environmental Planning Policy – Major Development and State Environmental Planning Policy (State and Regional Development) 2011.....	20
2.10.7	State Environmental Planning Policy (Infrastructure) 2007.....	21
2.11	Policies, Guidelines and Plans.....	22
2.11.1	NSW Coastal Policy 1997.....	22
2.11.2	Sea Level Rise.....	23
2.11.3	NSW Floodplain Development Manual, April 2005.....	23
2.11.4	Scotts Head Recreation Reserve Plan of Management.....	24
2.11.5	Plan of Management, Adin Street Reserve, Scotts Head, 2011.....	25
2.11.6	Coastal Zone Management Plan for the Nambucca Shire Coastline, 2012.....	25
2.11.7	Crown Lands Caravan Park Policy.....	28
2.12	Summary.....	29
3	EXISTING SITUATION	30
3.1	Context.....	30
3.2	Physical characteristics.....	30
3.3	Management and Planning Precincts.....	32
3.3.1	Eastern Precinct.....	32
3.3.2	Headland Precinct.....	33
3.3.3	Day Visitation and Little Beach Precinct.....	33

3.3.4	Holiday Park Precinct – see Drawing SH 01	34
3.3.5	Dune Precinct	36
3.3.6	Warrell Creek Precinct	36
3.4	Recent Management Initiatives.....	37
3.5	Strategic Analysis	37
3.6	Business Context.....	39
3.6.1	NSW Tourism and the Visitor Economy	39
3.6.2	NSW and Regional Tourism	40
3.6.3	North Coast Tourism	41
3.6.4	Caravan Parks on Crown Land	42
3.7	Holiday Vans	43
3.8	Summary.....	43
4	VISION AND OBJECTIVES.....	45
4.1	Scotts Head Reserve	45
4.2	Management Precincts.....	45
4.3	Key Result Areas	46
5	PROPOSED IMPROVEMENT PROGRAM	48
5.1	Introduction	48
5.2	Proposed Improvement Program.....	48
5.3	Proposed Precinct Improvements	49
5.3.1	Eastern Precinct and Headland Precinct	50
5.3.2	Day Visitation and Little Beach Precinct – see SH 02	50
5.3.2	Holiday Park Precinct – see SH 02	51
5.3.3	Dune Precinct and Warrell Creek Precinct	53
5.4	Future Allocation of Sites.....	54
5.5	Assessing Proposed Improvements.....	54
5.6	Financing Improvements	54
6	MANAGEMENT ACTIONS AND STRATEGIES	56
6.1	Strategies and Actions	56
6.2	Regulatory Compliance.....	56
6.3	Health, Safety and Risk Management	57
6.4	Business Management.....	58
6.5	Environmental Management.....	59
6.6	Sustainability.....	60
6.7	Facilities for Day Visitors, Local Community, Holiday Park Guests and Management	61
6.8	Sites and Accommodation	62
6.9	Integrated Land Management.....	63
6.10	Holiday Vans and Long Term Residents	63
6.11	Authorised Activities and Works	64
7	IMPLEMENTATION AND REVIEW	66
Appendix A	Draft Plan for Proposed Subdivision of Lot 4 in DP 622709	
Appendix B	Advice to North Coast Holiday Parks from Nambucca Shire Council, 23 May 2013	
Appendix C	Option A from Scotts Head Master Plan 2009	
Appendix D	Summary of Issues addressed in the Scotts Head Master Plan 2009	
Appendix E	Section 68 Approval to Operate	
Drawings		

1 PREAMBLE

1.1 Introduction

This Plan of Management has been prepared in accordance with the provisions of the Crown Lands Act 1989 to provide a framework for the future management, use and improvement of the reserved Crown land and property known as the Scotts Head Reserve at Scotts Head in the Nambucca Shire and described as Reserve 65963 for Public Recreation, Resting Place and Communication Facilities. The Crown land covered by the Plan is a community resource in a coastal setting that provides open space, vegetated natural areas, prominent coastal landforms and active and passive recreational facilities including Scotts Head Holiday Park. The Plan also addresses the subdivision and future management of land owned by Nambucca Shire Council and described as Lot 104 in DP 622709. The land to which the Plan applies is indicated in Figure 1.

While the Plan of Management will focus on the improvement and management of the Holiday Park and Day Visitor area it also outlines a management direction for the next 5 to 10 years for the entire Reserve in accordance with the requirements of the *Crown Lands Act 1989*.

The North Coast Accommodation Trust was appointed on 2nd November 2012 to manage the land addressed by this Plan of Management and was replaced in May 2013 by the NSW Crown Holiday Parks Trust. That Trust is now responsible for care control and management of the part of the Reserve that supports the Holiday Park together with extensive adjoining areas that form an integral part of the public open space network for Scotts Head.

1.2 Land Status

Crown Land:

Reserve 65963 is reserved for Public Recreation, Resting Place and Communication Facilities and was originally notified on 8 May 1936. The reserve adjoins the Village of Scotts Head and stretches along the coast to the north and south of the Village. The reserved Crown land is comprised of a number of lots with a total area in the order of 42 hectares. The Scotts Head Holiday Park is located predominantly within the reserve on Lot 151 in DP 722566 which has an area of 2.028 hectares. Scotts Head Surf Life Saving Club is situated in the Reserve on land held under a long-term lease from the Reserve Trust.

Council Community Land:

Lot 104 DP 622709 is a 2.365 hectare parcel of Council owned Community Land, known as the Adin Street Reserve, with frontage to Adin and Short Streets. This Reserve lies immediately to the south of Lot 151 and adjoins the Bowling and Recreation Club located to the west. The land is managed under Community Land Plan of Management adopted by Council on 1 December 2011. The community land includes an open space area and two tennis courts with an associated Tennis Club building. The eastern portion of the Community land is currently leased by the NSW Crown Holiday Parks Trust and

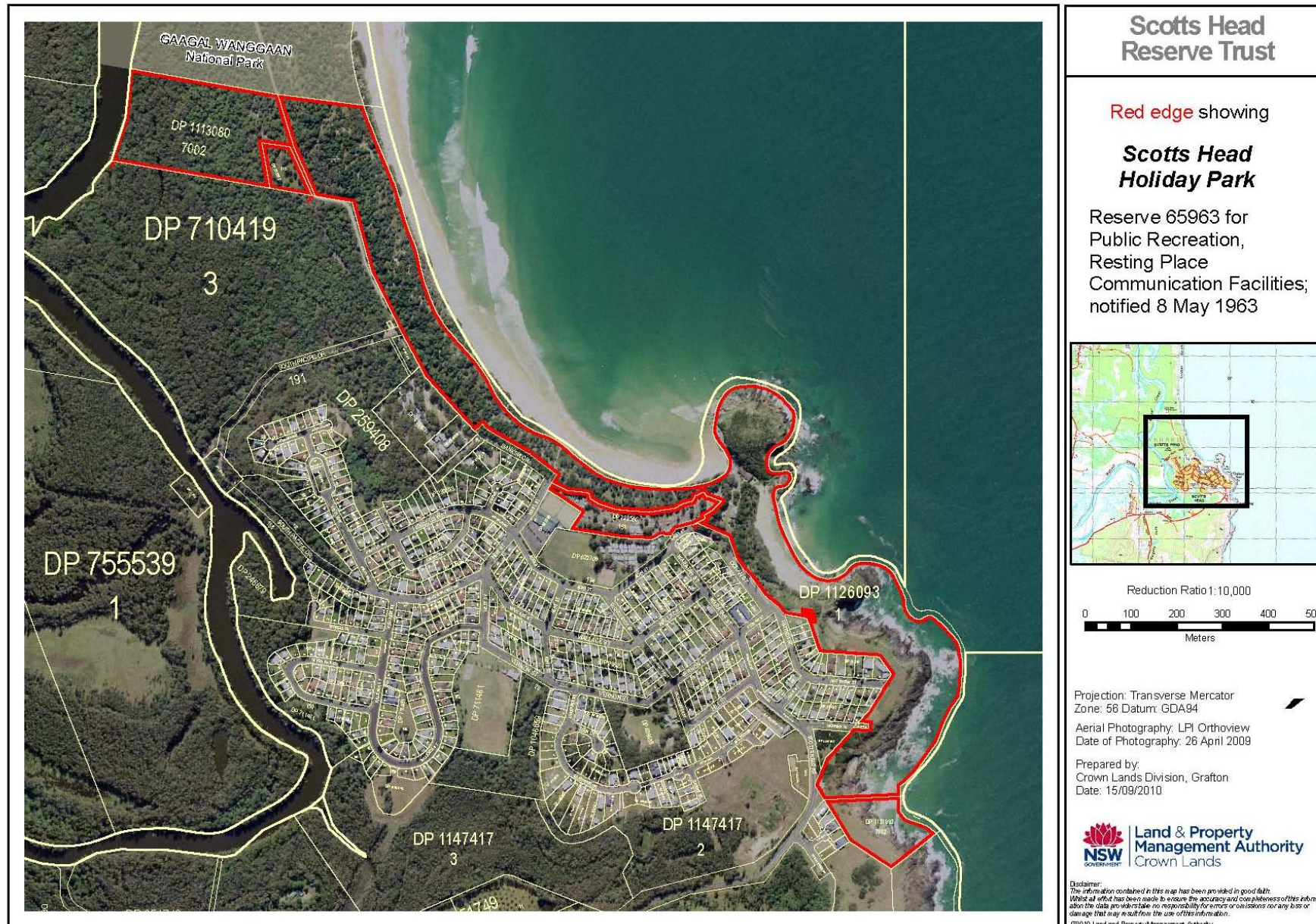


Figure 1- Reserve Boundaries – Reserve 65963 for Public Recreation, Resting Place and Communication Facilities

To enable the implementation of key actions outlined in this Plan of Management Lot 4 in DP 622709 will be subdivided to create three new lots as generally indicated in the proposed subdivision plan at Appendix A. The proposed use of the new lots will be as described in the advice to North Coast Holiday Parks from Nambucca Shire Council dated 23 May 2013. A copy of that advice is included at Appendix B. The proposed status and use of the land will be as follows;

- Lot 1 – to be added to Reserve 65963 to enable the development of a new Holiday Park entry and removal of the Park manager’s residence and office from the current location;
- Lot 2 – to be leased from Council to the Reserve Trust to enable the relocation of existing holiday vans sites; and
- Lot 3 - to be improved and maintained as an integral component of the public open space network of Scotts Head.

1.3 Basis for Management

The care, control and management of Reserve 65963 is to be in accordance with the objects and principles of Crown land management described in Sections 10 and 11 of the *Crown Lands Act 1989* and the land management provisions of Part 5 of the Act. The land will therefore be used and managed in accordance with the following:

- The Plan of Management applying to the land;
- *Crown Lands Act 1989*;
- *Environmental Planning and Assessment Act 1979* and any planning instrument permitting the use of the land for a specified purpose or otherwise regulating the use of the land;
- *Local Government Act 1993*;
- *Residential Parks Act 1998*;
- *Holiday Parks (Long-term Casual Occupation) Act 2002*; and
- The provisions of the *Local Government (Manufactured Home Estates, Caravan Park, Camping Grounds and Moveable Dwellings) Regulation 2005*;
- Any other relevant or applicable legislation.

The preparation of this Plan of Management has included, over a period of time, site inspections, consultation with the Trust, discussions with the caravan park manager, reviews of relevant Crown Land’s reports, policies and data and reviews of relevant Council reports, policies and data.

1.4 North Coast Holiday Parks

North Coast Holiday Parks is the trading name that has been adopted for the management and marketing of a number of caravan parks and reserves on the North Coast of New South Wales. A majority of these properties are managed by the NSW Crown Holiday Parks Trust which is a land management corporation established by the Minister for Lands under the provisions of the *Crown Lands Act 1989*.

While a key focus of North Coast Holiday Parks relates to the operation of caravan parks there is a range of wider land management responsibilities addressed. In this context the operational and administrative framework of North Coast Holiday Parks has been structured to ensure;

- the Crown and the community assets are used in accordance with legislative provisions, policy goals and best practice commercial management;
- accurate information is available to the government on the performance of the Reserves and the caravan parks;
- financial and human resources are used efficiently;
- environmental impacts are minimised;
- probity is achieved in the operation of the reserve and the caravan park;
- contractors and employees comply with established policies and procedures including legal requirements with respect to work health and safety, industrial relations, etc;
- the value of the assets of the community and the Crown are safeguarded and enhanced; and
- the administration and management of the Reserve and the associated commercial activities delivers ecological sustainability, intergenerational equity and identifiable public benefits.

1.5 Scotts Head Master Plan Study

The Scotts Head Master Plan was commissioned jointly by the NSW Department of Lands and Nambucca Shire Council in 2008. The purpose of the Master Plan was to guide the future development of the Scotts Head Holiday Park and the use of the adjoining public lands. The study area comprised a large proportion of the Scotts Head Reserve, Crown land, the Adin Street Community land which is owned by Nambucca Shire Council and adjacent freehold lands. The intent of the Master Plan was to address strategic and structural issues and not matters of detail. The essential objectives of the Scotts Head Master Plan were to;

- Ensure the coastal foreshore system of Scotts Head is managed as an integrated resource;
- Ensure the caravan park, which is the primary economic activity at Scotts Head, is commercially viable and continues to provide a range of forms of accommodation for visitors to Scotts Head;
- Provide a management and development framework which will allow the day use area to be reconfigured to meet the needs of users (residents and visitors) now and in the foreseeable future;
- Encourage the redevelopment of the commercial lands for the betterment of residents and visitors; and
- Ensure limited public funds are applied to achieve the maximum public benefit.

The Master Plan was developed on the basis of a public consultation process and placed on public exhibition from 22nd December 2008 to 27th February 2009. While the Study Area encompassed a substantial proportion of the Reserve a majority of the input and discussion was focused around

the day use areas, the caravan park and the interface between the caravan park and public open space and the village centre.

The information gathering, consultation and views expressed during the master planning process have informed the preparation of this Plan. The proposed improvements and changes to the day use areas and the Holiday Park presented in this Plan are based on Option A which was developed during the Master Plan consultation process and preferred by the community and Council. A further development of that plan described as Option 3B which included some amendments was placed on public exhibition earlier this year and subsequently endorsed by meetings of the Council on 10th April 2013 and 14th August 2013. A copy of Option A from the Master Plan is included at Appendix C and a summary of the issues addressed in the Master Plan at Appendix D.

1.6 Management Precincts

Within this Plan of Management the subject reserved land will be described and referenced in terms of six Management Precincts (see Figure 3);

- **Eastern Precinct** has an area of approximately 12.4 hectares to the east of Scotts head residential area and includes Elephant Head, Wakki Beach, coastal pathways and viewing areas;
- **Headland Precinct** with an area of 2.6 hectares which covers the Scotts Head headland;
- **Day Visitation and Little Beach Precinct** which has an area in the order of 4.5 hectares and includes the area leased by the Surf Club, day use areas and communal facilities and Little Beach and the Little Beach dune system and areas adjacent to Ocean Street;
- **Holiday Park Precinct** which has an area of 4.2 hectares and includes Council Community Land.
- **Dune Precinct** which has an area of approximately 12.2 hectares and covers the dune system of Forster Beach and Main Beach; and
- **Warrell Creek Precinct** which has an area of 7.8 hectares and extends from the western side of the dune system of Forster Beach to Warrell Creek and includes an area of mapped SEPP 14 Wetland.

1.7 Purpose of this Plan

The purpose of this Plan of Management is to establish objectives, environmental and management strategies and actions and identify the means the Trust will employ in the care, control and management of the Reserve to meet the needs and expectations of the local and wider community. While the detail in the Plan will focus on the Holiday Park and Day Visitor Precincts management strategies and priorities will also be established for the other Precincts and the Reserve as a whole. This will ensure an integrated approach to the care control and management of the entire Reserve while recognising that the profitable operation of the Holiday Park will provide the funding for implementation.



Figure 2 – Management Precincts.

The most significant issues to be addressed in relation to the ongoing management of the Reserve and the Holiday Park are:

- Implementing a number of the actions and strategies identified in the Scotts Head Master Plan 2008 study and public consultation process;
- Implementing initiatives agreed in consultation between Nambucca Shire Council and the NSW Crown Holiday Parks Trust and described in the advice from Council to North Coast Holiday Parks dated 213 May 2013 and included at Appendix B;
- Authorising changes to the ownership and use of public land and assets;
- Authorising the Trust to negotiate a long term lease agreement with Nambucca Shire Council to facilitate the relocation of existing approved short term sites and enable the relocation of the existing holiday vans in Adin Street to a more appropriate location;
- Authorising the application of Trust funds to the development, improvement and ongoing maintenance of proposed Lot 3 (see section 1.2 above and Appendices A and B) to create a Village Green for Scotts Head;
- Achieving a balance between the use of Crown land for commercial purposes and for public domain open space;
- Ensuring the improvement of the Reserve and the Holiday Park addresses all relevant requirements of the *Crown Lands Act 1989* and other relevant legislative requirements;
- Maintaining and improving the financial performance of the Scotts Head Holiday Park by improving sites, accommodation and facilities and exploring market opportunities particularly in the shoulder and low seasons;
- Ensuring sustainability principles are incorporated into the development and management practices adopted for the Reserve and the Holiday Park;
- Ongoing compliance with the technical standards and other provisions of the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005*;
- Improving the presentation, entry and site layout of the Holiday Park;
- Vegetation and fauna protection, preservation and management;
- Storm water management;
- Security; and
- Appropriate risk management.

The management actions in this Plan of Management will be formulated to address and achieve the following;

- **Social equity** – decision making that leads to greater physical, cultural and financial access in the delivery of services and facilities;
- **Environmental quality** – using only the resources that are required to deliver facilities and services and improving overall physical amenity while reducing detrimental impacts on natural assets;
- **Economic prosperity** - promoting the development of jobs, business improvement and market growth in a sustainable manner; and

- **Corporate governance** – managing assets and resources in a way that is accountable, transparent, responsive, efficient, equitable and complies with all applicable legislation.

2 STATUTORY AND POLICY FRAMEWORK

2.1 Introduction

This Plan of Management has been prepared in accordance with the *Crown Lands Act 1989*, to provide a framework for the future management, use and development of the Scotts Head Holiday Park. Other legislation including environmental planning policies, guidelines and strategies also require consideration especially where any new development proposals are contemplated.

2.2 Crown Lands Act 1989

The objects and principles of Crown land management are listed in Sections 10 and 11 of the *Crown Lands Act 1989* and form the starting point for the preparation of Plans of Management. The principles of Crown land management are that:

- Environmental protection principles be observed in relation to the management and administration of Crown land;
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible;
- Public use and enjoyment of appropriate Crown land be encouraged;
- Where appropriate, multiple use of Crown land be 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; and
- 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 Act and existing policy for the management of Crown land has always encouraged the appropriate commercial use of reserved Crown land. Commercial activity can meet the needs of public users of a reserve as well as generate the financial means to manage and improve the Crown Reserve system generally. A specific requirement of the Act is the proceeds of commercial activities on reserved Crown land are to be spent on the management of reserved Crown land.

Part 5 of the Act deals specifically with the management of Reserves and matters related to the appointment and responsibilities of Reserve Trusts. The purpose of establishing reserve trusts is to allow reserved Crown land and potentially other land (Crown and freehold) to be managed - to varying degrees of independence from the Crown Lands Division - but subject to Ministerial direction. "Reserve" is a term for an area of land set aside for a public purpose in the sense used in Part 5 of the Act. A reserve trust can manage an unlimited number of reserves or parts of reserves. The affairs of a reserve trust can be controlled by any one of the following;

- The Minister;
- A board of Trustees (up to seven) plus any number of ex officio appointments;

- A corporation (including a Council); or
- An administrator.

Reserve trusts have a statutory responsibility to manage land in the public interest and to achieve the Principles and Objects of Crown Land Management as defined by the Act. The focus of a reserve trust's activities in relation to land under its control is generally defined by the public purpose(s) of the reservation. Where a Plan of Management has been adopted by the Minister for Lands the trust is required to implement the actions described in the Plan. In the absence of a Plan of Management the detail of how a reserve is developed and used is a matter for the trust provided always its actions are consistent with the purpose of the reservation and in conformity with the relevant requirements of the Act. Money generated from commercial activities on the reserve must be spent on the management or development of the reserve although the Minister may direct that money is applied for the improvement of other reserves.

Provided a trust complies with legislative and policy requirements there is no limit placed on the activities of a trust, its organisational structure or the method of its operations. But, the Minister has the statutory right to review a trust's behaviour and performance and may terminate a trust's appointment. The Minister can issue directions in relation to the functions of a reserve trust and how funds are employed in relation to debt and where the proceeds of a sale or lease are applied. A trust can employ its own staff, use contactors or enter into agreements with other entities, organisations and individuals to manage the land.

2.2.1 Crown Lands (General Reserves) By-law 2006

The By-law provides a regulatory framework for the general conduct of the affairs of Reserve Trusts including meeting procedures, maintenance of records and accounts and general provisions in relation to the use of the reserve. Division 1 of the By-law has provisions with respect to public access, fees and charges, permitted and prohibited conduct and penalties that may be applied in the event of a breach. Schedule 1 of the By-law lists the reserves to which the By-law applies and Scotts Head Reserve is included in the schedule.

2.3 Environmental Planning and Assessment Act 1979

The *Environmental Planning and Assessment Act 1979 (EP&A Act)* provides the statutory basis for the development consent process in New South Wales. Section 79C of Part 4 of the *EP&A Act* outlines the factors that must be must considered when a Development Application is assessed. These include:

- any environmental planning instrument;
- any draft environmental planning instrument that has been placed on public exhibition and details of which have been notified to the consent authority.
- any development control plan;
- the Regulations;

- the likely impacts of the development, including environmental impacts on both the natural and built environment, and social and economic impacts on the locality;
- The suitability of the site for the development;
- any submissions made in accordance with the Act or the Regulations; and
- the public interest.

The *EP & A Act* has a range of other provisions that may take effect depending upon the nature of a development proposal and the issues that may be encountered.

2.4 Local Government Act 1993

While the *Local Government Act 1993 (LG Act)* contains many provisions that have an impact on the management of the Reserve there is one aspect of particular importance: the approval requirements for the operation of caravan parks that flow from Section 68 of the Act. Section 68 of the Act requires the owner or manager of a caravan park to seek an approval from Council to operate a caravan park and, in certain circumstances, the prior approval for the installation of moveable dwellings. Council may impose conditions on the operation and structure of a caravan park. The Section 68 Approval to Operate for the Scotts Head Holiday Park provides for the following numbers and categories of sites;

Site Types	Number
Long term	nil
Short term	151
Campsite	47
Total Sites	198

The current Section 68 Approval to Operate Scotts Head Holiday Park commenced on 1st December 2010 and will expire on 31st December 2014. A copy of the Approval is included at Appendix E.

2.5 Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005

The technical standards for the development and operation of caravan parks are defined in the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005*. The Regulation addresses technical requirements with respect to site types, setbacks, site coverage, road dimensions, parking, provision of amenities and the like.

Clause 74 of this Regulation provides that the prior approval of a council is not required for the installation of a relocatable home or an associated structure on a dwelling site within a caravan park so long as it is designed and constructed in accordance with the requirements of the regulations. This exemption is modified by sub clauses 6 and 7 which deal with installation on flood-labile land and moveable dwellings of more than one storey.

2.6 Holiday Parks (Long Term Casual Occupation) Act 2002

The *Holiday Parks (Long-term Casual Occupation) Act 2002* and the associated Regulations set out the rights and obligations of long-term occupants of moveable dwellings in caravan parks in New South Wales. The Act recognises that while the occupant has a right to occupy a site there is no interest in the land. In essence, the Act provides for an occupation agreement, which runs for at least 12 months, between the manager of a caravan park and the owner of a moveable dwelling for the use of a site. Some of the principal issues addressed by the Act include:

- Information that a park owner must provide prospective occupants;
- The form and content of agreements;
- What happens at the end of an agreement;
- Occupation fees and charges;
- The formation and amendment of Park Rules;
- Dispute resolution mechanisms and the role of the Consumer, Trader and Tenancy Tribunal constituted by the Consumer, Trade and Tenancy Tribunal Act 2001.
- The fate of abandoned goods (i.e. moveable dwelling) and sites.

The former Department of Lands introduced an Information Sheet on the creation of occupation agreements which provides policy guidance on the principles to be followed. The policy states that agreements for sites on reserved Crown land must be limited to no more than 12 months. The Trust will administer the holiday van occupancy agreements in accordance with the Act and under the prevailing Crown Land's policies and guidelines.

2.7 Rural Fires Act 1997

Amendments to the Rural Fires Act have led to the mapping of bush fire prone lands and a requirement for development proposals to respond to the requirements of the "*Planning for Bushfire Protection 2006*" Guidelines. In addition the Act now defines a number of different land uses including tourist accommodation within the category of "special fire protection purpose". Development proposals coming within this category need to respond to a more restrictive set of requirements in the Guidelines.

2.8 The Native Vegetation Act 2003 and Regulation 2005

The Act deals with the management of native vegetation. It aims to ensure key safeguards are in place with respect to water quality, biodiversity and the prevention of salinity or land degradation when native vegetation is to be removed. To do this the Act provides for certain assessment procedures to be followed which may include the preparation of property vegetation plans. At the same time the Act provides exemptions and exclusions for certain lands and vegetation types as well as the possibility of providing off-sets to balance the loss of significant vegetation. Applications to clear native vegetation under the provisions of the Act are usually assessed by Catchment Management Authorities (CMAs) and can take the form of development consent from the CMA or an approved property vegetation plan (PVP).

The removal of native vegetation that is not authorised under the *Native Vegetation Act* may require consent from Council under the *EP&A Act* (because of the tree preservation order). Regardless it is expected that development consent (or possibly a PVP) would also be required from the CMA under the provisions of the *Native Vegetation Act* if trees were to be removed.

2.9 Federal Disability Discrimination Act 1992

While this Act has been in place for some years in 2010 Access to Premises Standards were developed in association with the Act and these took effect in May 2011. A key requirement in this legislation is the proportion of holiday accommodation structures (eg cabins) that must be provided as fully compliant with respect to accessibility requirements for disabled guests.

The proportion is expressed as a ratio. Where 4 to 10 short term accommodation dwellings are provided, at least one must be fully compliant. Where 11 to 40 short term accommodation dwellings are provided, at least 2 must be fully compliant. These provisions apply when new accommodation units are constructed or installed and as a consequence must be addressed as required as changes and upgrades are made to the stock of cabins in Scotts Head Holiday Park.

2.10 Relevant Environmental Planning Instruments

2.10.1 Nambucca Local Environmental Plan 2010

Nambucca Local Environmental Plan 2010 commenced on 30th July 2010. Under this instrument the land covered by this Plan is zoned RE1 – Public Recreation Zone, E2 – Environmental Conservation and E3 - Environmental Management. - see Figure 2.

The objectives for the RE1 zone are:

- To enable land to be used for public open space or recreational purposes;
- To provide a range of recreational settings and activities and compatible land uses; and
- To protect and enhance the natural environment for recreational purposes.

Development of a “caravan park” is a permissible land-use in the zone with consent.

The western part of the Warrell Creek Precinct which is mapped SEPP 14 Coastal Wetland is in the E2 – Environmental Conservation Zone. The objectives for the E2 Zone are;

- To protect, manage and restore areas of high ecological, scientific, cultural or aesthetic values.
- To prevent development that could destroy, damage or otherwise have an adverse effect on those values.

The balance of the Warrell Creek Precinct and parts of the Dune and Eastern Precincts are within the E3 Environmental Management Zone. The objectives for the E3 Zone are;

- To protect, manage and restore areas with special ecological, scientific, cultural or aesthetic values.
- To provide for a limited range of development that does not have an adverse effect on those values.

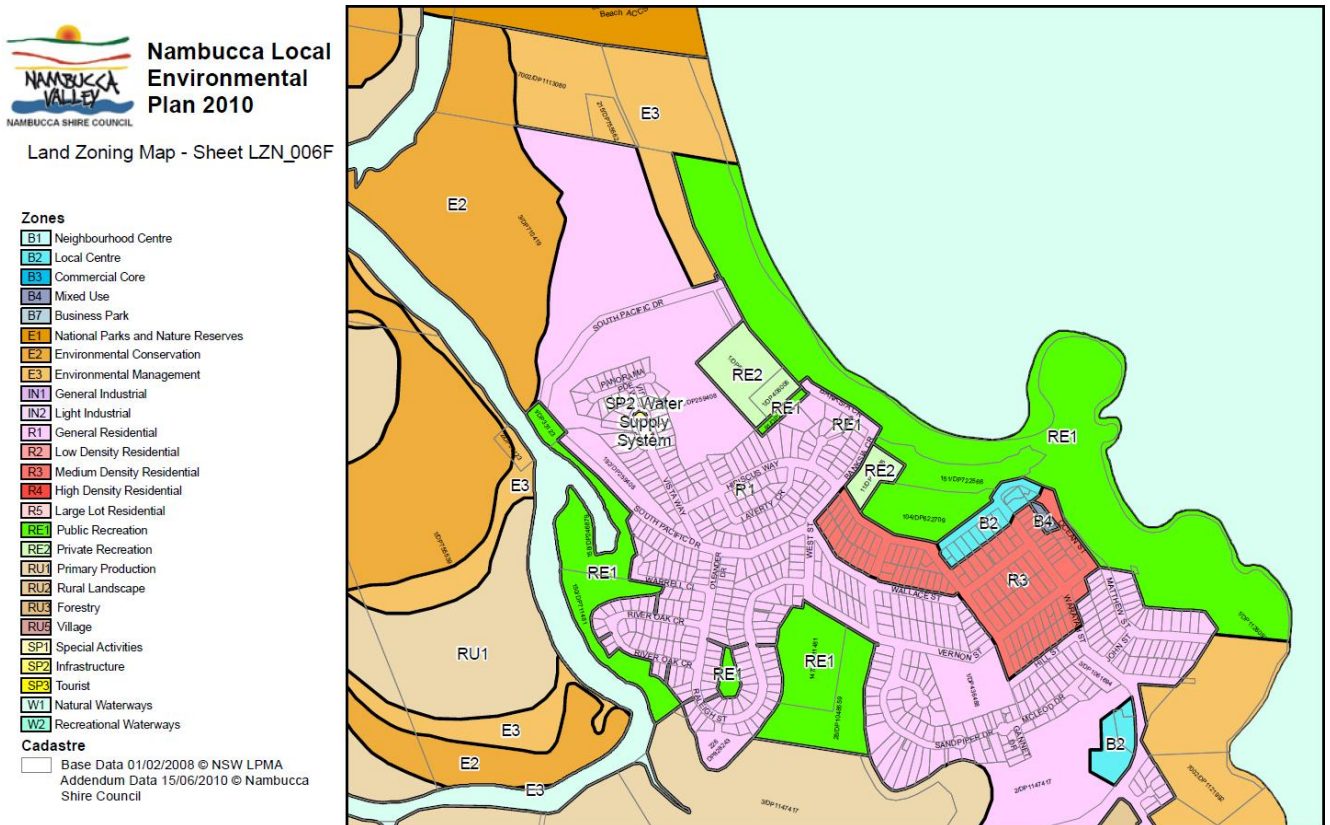


Figure 3 - Land Zoning – Image compiled from published LEP 2012 mapping.

2.10.2 Nambucca Development Control Plan 2010

The Development Control Plan (DCP) also commenced on 21st April 2012 and contains a range of provisions in relation to development within the local government area. In large measure the provisions of the DCP identify in more detail the issues that need to be addressed when new development is proposed. There are sections that deal specifically with caravan parks, heritage, acid sulfate soils, flooding, vegetation and other issues that would need to be addressed where new development is proposed. It is noted that on 1 March 2013 a new planning reform came into effect which among other things provides that DCPs are now;

- to provide ‘guidance’ to development proponents and consent authorities;
- are about ‘facilitating development that is permissible’; and
- DCP provisions are **not** ‘statutory requirements’.

2.10.3 State Environmental Planning Policy No 14 – Coastal Wetlands

State Environmental Planning Policy No. 14- Coastal Wetlands provides a statutory control to ensure that development on land denoted as a significant coastal wetland under the Policy does

not adversely affect that wetland. SEPP 14 Coastal Wetlands aims to protect and preserve coastal wetlands. The areas covered by the Policy are shown on a series of maps held by the Department of Planning.

Under the Policy a person must not clear land, construct a levee, drain land or fill land which is covered by the Policy except with the consent of the local council and the concurrence of the Director-General of Planning. A copy of all development applications for such activities must also be forwarded by the local council to the Director of National Parks and Wildlife within 7 days. Activities on mapped SEPP 14 wetlands which require development consent are deemed to be designated development. Works to restore mapped wetlands must not be carried out except with the consent of the local council and the concurrence of the Director-General of Planning.

2.10.4 State Environmental Planning Policy No. 21 – Caravan Parks

In 1986 the Government made changes to the prevailing legislation to allow both short-term and long-term accommodation to occur in caravan parks by way of moveable dwellings. This brought about a wider definition for caravan parks.

State Environmental Planning Policy No. 21 – Caravan Parks (SEPP 21) was prepared in order to ensure that this wider meaning applied to all relevant planning instruments whether existing or proposed. In essence *SEPP 21* stated that where caravan parks are a permissible land use they will take on this wider meaning.

In addition, the Policy makes development consent mandatory for all new caravan park proposals regardless of local instruments. Council's are also required to have regard to the impact of new long and/or short-term dwelling sites on residential and tourism land uses and operations in their local government area.

A key element of the Policy is found in Clause 8, sub-clause (4A). The clause removes the effect of any other environmental planning instrument and the need for a development application with respect to the installation of moveable dwellings on land approved for use as a caravan park.

2.10.5 State Environmental Planning Policy No 71

State Environmental Planning Policy No 71 – Coastal Protection (SEPP 71) was introduced in October 2002 as part of the NSW Government's Coastal Protection Package. *SEPP 71* applies to the coastal zone of the State as defined in the *Coastal Protection Act 1979*. The Policy gives statutory force to some of the elements of the *NSW Coastal Policy 1997* and makes the Minister for Planning the consent authority for certain developments. The Policy also defines a category of *sensitive coastal locations* and the Policy identifies master plan requirements for certain developments in the coastal zone.

While the policy primarily comes under consideration when a development application is submitted for determination the objectives and principles established in *SEPP 71* should be recognised as relevant to any coastal planning exercise. The objectives of *SEPP 71* are:

- a) *to protect and manage the natural, cultural, recreational and economic attributes of the New South Wales Coast, and*
- b) *to protect and improve existing public access to and along coastal foreshores to the extent that this is compatible with the natural attributes of the coastal foreshore, and*
- c) *to ensure that new opportunities for public access to and along coastal foreshores are identified and realised to the extent that this is compatible with the natural attributes of the coastal foreshore, and*
- d) *to protect and preserve Aboriginal cultural heritage and Aboriginal places, values, customs, beliefs and traditional knowledge, and*
- e) *to ensure that the visual amenity of the coast is protected, and*
- f) *to protect and preserve beach environments and beach amenity, and*
- g) *to protect and preserve native coastal vegetation, and*
- h) *to protect and preserve the marine environments of New South Wales, and*
- i) *to protect and preserve rock platforms, and*
- j) *to manage the coastal zone in accordance with the principles of ecologically sustainable development (within the meaning of section 6(2) of the Protection of the Environment Administration Act 1991), and*
- k) *to ensure that the type, bulk, scale and size of development is appropriate for the location and protects and improves the natural scenic qualities of the surrounding area, and*
- l) *to encourage a strategic approach to coastal management.*

Clause 8 of the Policy establishes a list of the matters that a consent authority must take into consideration in assessing developments in the coastal zone.

2.10.6 State Environmental Planning Policy – Major Development and State Environmental Planning Policy (State and Regional Development) 2011

State Environmental Planning Policy (Major Development) 2005 commenced on 29th July 2005 and underwent a substantial revision which came into effect on 1st July 2009. Further amendments were made in 2011. The purpose of the Policy was to identify projects to which the development assessment requirements under Part 3A of the *EP&A Act* should apply and to set out the functions of Regional Planning Panels in determining specified development applications.

The changes which occurred in 2011 relate to the removal of Part 3A from the *EP&A Act* and consequently the *SEPP Major Development* now only contains some basic transitional provisions related to that previous regime. *State Environmental Planning Policy State and Regional Development (SRD) 2011* commenced when Part 3A of the Act was repealed.

Among other things this Policy establishes what types of development constitute State Significant Development, State Significant Infrastructure as well as Regional Development (in conjunction

with Schedule 4A of the *EP&A Act*). A review of the Policy highlights that for tourist caravan park development to be classified as State Significant Development the site must be classified as a “sensitive coastal location”, the capital investment value of the work must be \$10 million or more and the facility must be considered to be a tourist related facility which is other than a “commercial premises”.

The capital investment value for a project has been determined to be the cost of establishment of the facility. In the case of a caravan park development this value excludes components such as cabins. The facility comprises the creation of the infrastructure which includes the short term dwelling sites and all services but cabin accommodation is viewed as ‘discretionary spending’ because the sites can be used with or without the cabins.

It is also possible proposed development work could constitute Regional Development. This occurs by way of Schedule 4A of the *EP&A Act* coupled with the provisions of the SEPP. The Schedule indicates that development with a capital investment value of more than \$20 million is classified as Regional Development and is determined by a Joint Regional Planning Panel. Similarly, a Crown Development (a particular type of development) having a capital investment value of more than \$5 million is classified as Regional Development and is determined by a Joint Regional Planning Panel.

The improvement program proposed as part of this Plan of Management for the Scotts Head Holiday Park does not fall within the various provisions of the *SEPP State and Regional Development* outlined above.

2.10.7 State Environmental Planning Policy (Infrastructure) 2007

State Environmental Planning Policy (Infrastructure) 2007 provides that certain types of works do not require development consent under Part 4 of the *EP&A Act*. However, it does not prevail over *SEPP 14 – Coastal Wetlands*, *SEPP 26 – Littoral Rainforests* or *SEPP State and Regional Development* where there are inconsistencies. Further, the *Infrastructure SEPP* does not remove the requirement to obtain consent from the Minister in relation to State Significant Development.

Clause 20 of *SEPP (Infrastructure)* provides that a range of works are “exempt development” when carried out on behalf of a public authority. These works are itemised in Schedule 1 of the *SEPP* and include paths and ramps for disabled access, fencing, small decks, prefabricated sheds of up to 30 m² in area, retaining walls up to 2m in height, landscaping including paving and access tracks, minor external and internal alterations to buildings, open car parks (size is not specified) and demolition of buildings covering an area of up to 100m².

Clause 65 (2) (d) of the Policy provides that in respect of land reserved within the meaning of the *Crown Lands Act 1989*, development can be carried out without consent by or on behalf of the Director-General of the Land and Property Management Authority, a trustee of the reserve or the Ministerial Land Corporation, or an administrator of the reserve if the development is for purposes

of implementing a plan of management adopted for the land. It should be noted that where this occurs, a review of environmental factors (REF) under Part 5 of the Act is usually undertaken. Pursuant to the provisions of Clause 66(2) a number of additional works may be able to be undertaken as exempt development on a Crown reserve where a plan of management has been adopted.

Clearly the provisions of this *SEPP* are relevant to the future implementation of this Plan of Management as well as to the Trust's ongoing management of the reserved land.

2.11 Policies, Guidelines and Plans

The following non-statutory policies and guidelines are relevant to the implementation of this Plan of Management. It is expected the management of the Reserve will review policies and guidelines as they are updated or changed and will modify operational and development activities accordingly.

2.11.1 NSW Coastal Policy 1997

The *NSW Coastal Policy 1997* was released by the New South Wales Government to replace the *1990 Coastal Policy*. The stated purpose of the Policy is:

*The main challenge for the Government and the community in the coastal zone is to provide for population growth and economic development without putting the natural, cultural and heritage values of the coastal environment at risk. In recognition of this challenge, the Coastal Policy incorporates the principles of ecologically sustainable development (ESD) into coastal planning. ESD aims to ensure that development occurs in such a way that the ecological processes on which life depends are maintained.*¹

The definition of the coastal zone takes in areas within one kilometre of the ocean, as well as an area of one kilometre around coastal lakes, lagoons, islands, estuaries and rivers. The Policy is described as integrative based on the principles of ecologically sustainable development and

- Conservation of biological diversity and ecological integrity;
- Intergenerational equity;
- Improved valuation, pricing and incentive mechanisms; and
- The precautionary principle.

The Policy sets out a hierarchy of goals, objectives and strategic actions which include an emphasis on improving water quality and maintaining public access to the coastline.

The Coastal Policy proposes a range of management planning approaches including catchment management plans be implemented in consultation with relevant agencies to ensure sustainable

¹ Coastal Policy, A sustainable future of the NSW Coast - Fact Sheet, 1997

development and use of natural resources occurs in harmony with the protection of the environment. A Plan of Management under the *Crown Lands Act 1989* is one of the most valuable management tools available to implement the Policy.

2.11.2 Sea Level Rise

In September 2012 the NSW Government made a number of changes to the way in which planning and development on the coast is managed. As part of a reform package the *2009 NSW Sea Level Rise Policy Statement* was withdrawn with a view to providing greater flexibility in considering local conditions in the determination of future hazards and preparing coastal management plans. The key components of the first stage of the NSW Government's coastal reforms have;

- Removed the recommendations in regard to statewide sea level rise benchmarks;
- Given support local councils in the determination and adoption of projections with specific relevance to the local conditions;
- Provided clarity with respect to the preparation and issue of Section 149 planning certificates; and
- Made it more straightforward for landholders to install temporary works to reduce the impacts of erosion.

Nambucca Shire Council has developed a range of policies and programs that allow for ecologically sustainable growth in coastal areas while addressing the risk to life and property from coastal hazards and flooding. This Plan of Management will provide a planning framework for the next five to ten years and it is anticipated that as the accuracy of sea level rise projections improve over time the Plan may need to be reviewed. Most of the existing infrastructure of the Holiday Park has a short to medium term design life and new development will be engineered to meet requirements of relevant planning and regulatory controls with respect to coastal development.

2.11.3 NSW Floodplain Development Manual, April 2005

The primary objective of the *NSW Government's Flood Prone Land Policy* is to reduce the impact of flooding and flood liability on individual owners and occupiers of flood prone property, and to reduce private and public losses resulting from floods. At the same time, the policy recognises the benefits flowing from the use, occupation and development of flood prone land. The policy promotes the use of a merit approach which balances social, economic, environmental and flood risk parameters to determine whether particular development or use of the floodplain is appropriate and sustainable.

This approach is aimed at avoiding the unnecessary sterilisation of flood prone land. Equally it ensures that flood prone land is not the subject of uncontrolled development that is inconsistent with the exposure of the land to flooding. The policy highlights that primary responsibility for floodplain risk management rests with local councils, which are provided with financial and technical support by the State Government.

The *Floodplain Development Manual* accords with the *NSW Government's Flood Prone Land Policy*. The provisions in the Manual guide councils in the development and implementation of detailed local floodplain risk management plans to produce effective floodplain risk management outcomes. The Manual also outlines the technical assistance provided by the State Government throughout the floodplain risk management process. The Manual is concerned with the consequences of flooding as they relate to the human occupation of the floodplain for both urban development and agricultural production. It addresses flood risk in full recognition that management decisions taken in respect of the human occupation of the floodplain need to satisfy the social and economic needs of the community as well as being compatible with the maintenance or enhancement of the natural ecosystems that floodplains sustain.²

2.11.4 Scotts Head Recreation Reserve Plan of Management

A Plan of Management for the Scotts Head Reserve was prepared in December 1998 and covers a more extensive area than this Plan. The plan describes the land and its uses under three management areas which are pertinent to this Plan:

Area	Description	Management Objectives
Area 1	<i>The northern area contains part of Forster Beach, dunal areas and vegetated/grassed areas directly behind the beach system. The north western corner of the Reserve physically connects to Warrell Creek. A wetland area fronts the Reserve's entire boundary to Warrell Creek.</i>	<i>This Area is considered the only one that would permit increased public recreation and resting, in accordance with the original intention of the Reserve. Further consideration should be given to a possible overflow/additional and/or replacement Caravan Park, while preserving the natural integrity of the dune system.</i>
Area 2	<i>The middle area consists of the main public usage area. The Caravan Park, the Day Use Area and all the associated facilities.</i>	<i>This Area contains the majority of the Trust's facilities and services. It also generates the necessary funds for the day to day running of the entire Reserve.</i>
Area 3	<i>The southern area takes in the remaining headlands and beach areas. This area is considered the most visually prominent, with the headlands providing stunning views of the general coastal area.</i>	<i>This Area contains most of the Reserve's undeveloped headland areas that are predominantly used for scenic walks, rock fishing, surfing and similar outdoor activities. The area contains a number of existing walking trails and tracks that have gradually resulted in some erosion problems. It is recommended that the present number of walking trails be rationalized and community groups encouraged undertaking rehabilitation and revegetation of areas subject to future further erosion and weed invasion problems.</i>

The prospect of developing Crown land to the north for an extension to the caravan park is no longer possible for environmental and planning reasons. However, the Plan of Management

² Foreword, *Floodplain Development Manual*, NSW Government, 2005

remains as the statutory basis for the management of the Reserve. This Master Plan is consistent with the Plan of Management in large part because the Plan recognises the need for flexibility and is not prescriptive in the solutions required to address the ongoing issues within the Reserve.

2.11.5 Plan of Management, Adin Street Reserve, Scotts Head, 2011

The Adin Street Reserve Plan of Management was originally adopted by Council in 1996 to guide the future use, development and management of the Adin Street Reserve. The Plan was subsequently reviewed by Council in 2006 and the current Plan adopted by Council in 2011. The Plan reflects the outcomes from the Scotts Head Holiday Park, Crown Reserve, Community and associated Freehold Land Master Plan (Scotts Head Reserve Master Plan) and in particular the version of the Master Plan adopted by Council 17 February 2011 and amendments to the Master Plan made from time to time by Council

The primary purpose of the Plan of Management is to provide a management framework with the capacity to facilitate the implementation of the Scotts Head Reserve Master Plan. Importantly the Plan alters the categorisation of the community land from the previous use as a sports ground to the current use as a general community area. The Plan also establishes the authority to enable the long term leasing of part of the Reserve as an adjunct to the existing Scotts Head Holiday Park as proposed by the Scotts Head Reserve Master Plan. The involvement of the local community was integral to the preparation of the Plan and in establishing what values are important and how such values are protected and enhanced.

2.11.6 Coastal Zone Management Plan for the Nambucca Shire Coastline, 2012

The following statement from the Executive Summary of the Coastal Zone Management Plan describes the objectives for the Plan.

“A key aim of the CZMP is to minimise coastal process risks to the natural coastal environment and to community cultural identity and enjoyment of coastal landscapes, whilst maintaining safe community access to an attractive coastal landscape. The plan recognises that communities need clear information about Council’s strategic direction when environmental changes are expected. Within the broad vision and mission established in the Community Strategic Plan, the objectives of the CZMP are:

- to guide Council, State government and community working together to achieve healthy functioning natural coastal systems;
- to guide council land use and land management strategies and actions so that they take coastal hazards into account for short and long-term timeframes;
- to provide good value investment in council assets in the coastal zone, so that infrastructure for coastline access and enjoyment (such as surf clubs, picnic facilities, showers and access ramps) is good quality, meets the needs of residents and visitors and is affordable; and



- Legend**
- Immediate Zone of Wave Impact and Slope Adjustment
 - 2050 Zone of Wave Impact and Slope Adjustment
 - 2100 Zone of Wave Impact and Slope Adjustment
 - Immediate Zone of Reduced Foundation Capacity
 - 2050 Zone of Reduced Foundation Capacity
 - 2100 Zone of Reduced Foundation Capacity
 - Sewer Main (15 & 16)
 - Water Main (14)
 - Asset and Infrastructure (see Appendix 2 for numbering)
 - Beach Access
 - Stormwater Infrastructure

FIGURE 4.3
Scotts Head Coastal Hazard Zones and Key Assets

Figure 3 – Scotts Head Coastal Hazard Zones.

- to provide clear information about coastal processes and hazards and support community involvement in planning future activities in the coastal zone.”³

The CZMP proposes options for the maintenance of safe, attractive and healthy beaches and facilities designed to mitigate or avoid the risks associated with coastal hazards in the beach environment. The CZMP focuses on actions for the short to medium term (up to 20 years) which is within the timeframes for Councils operational and strategic planning horizons.

A substantial component of the CZMP addresses the likely impact of coastal processes on Scotts Head and the nearby beaches which include Forster Beach (including Main Beach), Little Beach and Wakki Beach. The seaward boundary of Scotts Head Reserve (mean high water mark) extends for 1.2 kilometres along Forster Beach with the fore-dune system and a large part of the beach being included in the land managed by the Trust. At Little Beach and Wakki Beach the land managed by the Trust includes the beach as well as the dune system. Figure 3 illustrates the Hazard Zones identified in the CZMP for Scotts Head. There are a range of recommended strategies and actions in the CZMP required in the short to medium term with implications for the care control and management of the Reserve including;

- Monitor and maintain the condition of existing seawalls and rock protection structures. Repair or replacement of the rock revetment at the southern end of Main Beach (Actions 12 and 13);
- Trial beach scraping program to stabilise the toe of the dune escarpment in southern corner of Main Beach (Action 14);
- Removal of rubble from the southern corner of Main Beach and reinstatement of a beach access ramp separate from the boat ramp (Action 18);
- Maintenance or modification of the toe of the stairways at Little Beach to ensure safe access is available (Action 19);
- Maintenance of the headland viewing platform and possible formalisation of the walking tracks and access ways at Wakki Beach (Action 23);
- Assessment of the condition of the Surf Club and related beach amenity facilities prior to and at the end of the main summer beach/tourism season with remedial action where necessary to ensure facilities are safe and attractive for beach users (Action 27);
- Conduct a traffic study of the beach parking areas and vehicle circulation in the Day Visitation area to identify opportunities for an improved layout particularly in relation to the use of the boat ramp. Potential changes should be discussed with the local community and would be included in reviews of the Master Plan for the Reserve (Action 32);
- Modify the stormwater drainage system that flows through the Reserve to the beach in accordance with the principles of Water Sensitive Urban Design to reduce scour in the southern corner of the beach, protect beach access and address stormwater quality issues. Stormwater issues in the catchment include water quality (potential for elevated nutrient and bacterial levels) and excessive discharge velocities which are exacerbating scour of the beach. In addition, there may be opportunities to enhance water reuse in the catchment.

³ Coastal Zone Management Plan for the Nambucca Shire Coastline, May 2012, Umwelt Australia Pty Ltd

A new stormwater management strategy should deal with source control, storage, treatment and discharge options. Methods of energy dissipation and stormwater detention should be considered and redistributing energy flow via multiple points north of the main beach user area (Action 34);

- Review functionality, safety and amenity of the Surf Club building and examine options for long-term protection at the sites or for retreat to a lower risk location and consider the feasibility of new surf club construction (Action 36).

Included in the actions that may be required in the 50 year time frame and beyond is the relocation or redesign of the Holiday Park on the basis sites are likely to be affected by coastal process hazards in the 2050 and 2100 periods.

2.11.7 Crown Lands Caravan Park Policy

April 1990 the former Department of Lands issued the *Crown Lands Caravan Parks Policy*. The primary impetus for the creation of the Policy was to address issues of long-term residency, the numbers of holiday vans and to improve the appearance and management of caravan parks. The Policy establishes policies, objectives and strategies relevant to the future management and development of caravan parks on Crown land in NSW.

The objectives of the Crown Lands Caravan Parks Policy are:

- to develop a caravan park and camping ground system on Crown land which meets the needs of the community and provides a range of facilities for short-term use, long term use and camping.*
- to manage caravan parks on Crown land in an environmentally acceptable manner, to provide for the protection of important scenic, natural and cultural resources consistent with the objects and principles of the Crown Lands Act, 1989.*
- to ensure that caravan parks and camping grounds on Crown land are managed in a way that provides appropriately for the recreational and social needs of the community.*
- to encourage the entrepreneurial management of caravan parks on Crown lands in order to provide the community with an appropriate standard of facility and the government with an optimum financial return for the land it provides.*

It is clear, particularly from objective (d) above, that the intent of the Crown Land Caravan Parks Policy is that there will be a commercial orientation in the management of Crown caravan parks. However, this objective is one of a set of objectives of equal weight and therefore matters of environmental and community need must be addressed alongside financial considerations. The Policy requires that no more than 50% of the short term and long term sites in "Holiday Parks" on Crown reserves be used to accommodate long term residents and holiday vans. Recent discussions with Crown Lands have confirmed the government's policy position, however, there are also sound business reasons for lower proportions of holiday vans to release prime sites for year round tourist use.

The policy for caravan parks on reserved Crown land is being reviewed by the Crown Lands Division of the Department of Trade and Investment. Recent assessment of the operation of caravan parks on Crown land has concluded little has changed in relation to the validity of the principles that shaped the 1990 policy, however, two further issues have emerged which are seen as adding weight to the position the Crown has consistently held;

1. Since 1990 the number of approved caravan parks in New South Wales has declined by around 10% with an accompanying reduction in the number of available approved sites; and
2. Demand for tourist sites in caravan parks has steadily increased.

Park management will need to address the requirements of the revised policy when it is finalised and adopted by Crown Lands.

2.12 Summary

The management, operation and improvement of Reserve 65963 and the Scotts Head Holiday Park must take account of a range of statutory controls and policies. The above provides information with respect to a number of the principal legislative requirements and policies but is not a complete summary of all that may be applicable. Importantly a number of local policies and plans specifically recognise the importance of the Scotts Head Holiday Park in relation to the local economy and the provision of tourist accommodation. It is a fundamental requirement of this Plan of Management that the Reserve Trust Manager will comply with the requirements of all applicable legislation, regulations, approvals and policies.

3 EXISTING SITUATION

3.1 Context

Scotts Head Reserve is comprised of a relatively narrow but substantial area of reserved Crown land which extends around the eastern and northern perimeter of the coastal village of Scotts Head. The Reserve has extensive frontage to the ocean and the beach with pathways, roads and parking areas providing links and access from the village centre and the residential area to the beach, ocean and headlands. In the north part of the Reserve has frontage to Warrell Creek and common boundaries with the Gaagaal Wanggaan (South Beach) National Park which is managed jointly by the traditional Aboriginal owners and the National Parks and Wildlife Service.

The central section of the Reserve, which includes the Scotts Head Holiday Park and day use recreation areas adjoins the commercial and residential area. Shops and the Bowling Club are within easy reach for Holiday Park guests and day visitors. The Holiday Park is a substantial asset of the Reserve Trust and the New South Wales government and is important in the context of the regional caravan park and tourist industry and the economy of Scotts Head. The Park has been popular with campers and caravanners for many decades.

3.2 Physical characteristics

Scotts Head Reserve occupies a portion of the coast running to the north and south of the Scotts Head village and exhibits a number of significant physical and environmental characteristics.

Topography

A range of landforms are represented in the Reserve and include;

- A prominent headland in the form of a tied island;
- A dune system located at the rear of two beaches found to the north (Forster Beach) and south (Little Beach) of the headland. The dune system and beach to the north continues well beyond the Reserve
- Low lying, flatter lands located behind the dune systems of both beaches but predominantly Forster Beach;
- Low lying land with frontage to Warrell Creek in the north. This area includes mapped SEPP 14 wetland; and
- Elevated steep and undulating lands behind Little Beach which link to Elephant Head and other higher land running along the coast to the south and to the west of Wakki Beach. A small portion of these lands front Scotts Head Road which leads into the Scotts Head village.

A majority of the Reserve lies at the base of higher land which is occupied by the residential settlement area of Scotts Head and which slopes generally toward the north. The main element

of these higher lands is a spur running parallel with the eastern coastline but dropping as it extends to the north finally terminating at Short Street.

Vegetation

The vegetation communities found in the Reserve vary depending on the location, topography and orientation of the various land areas but can generally be summarised as follows:

- Dry sclerophyll forest/tall dry heath and estuarine wetland in the north of the Reserve;
- The dune system of Forster Beach and Little Beach which supports a range of native species including banksias and dune sclerophyll communities and native grasses as well as introduced weed species including Lantana and Bitou Bush;
- The day use and caravan park areas which are flatter and low lying and protected by the headland and the dunes. These areas support predominantly paperbarks, some figs and some introduced species in landscaped areas;
- The more open community land supports some paperbarks but also includes introduced species such as Norfolk Island pines, coral trees and cadadgi; and
- The headland and other exposed higher lands leading to the south which support a range of heath species and grasses (some threatened species) as well as weeds.

Coastal Processes

The impact of coastal processes on the Reserve and the assets of the Reserve Trust is an issue that must be thoroughly addressed in the day to day as well as the long term management strategies of the Trust. The past five years has been a period during which there have been a number of occurrences where the Reserve has been significantly affected by the effects of coastal erosion.

A key objective of the Trust is to work with Council and other government agencies to mitigate or avoid the risks and damage associated with coastal hazards in order to maintain safe, attractive and healthy beaches with appropriate facilities. The parts of the Reserve most likely to be impacted by coastal processes are Forster Beach (including Main Beach), Little Beach and Wakki Beach. At Little Beach and Wakki Beach the land managed by the Trust includes the entire beach as well as the dune system. Key issues that must be addressed include;

- Monitoring and maintaining the condition of existing seawalls and rock protection structures particularly at the southern end of Main Beach;
- Stabilisation of the toe of the dune escarpment in the southern corner of Main Beach;
- Maintenance and/or modification of the toe of the dune and stairways at Main Beach and Little Beach to ensure safe pedestrian access is available;
- Maintenance of healthy vegetation communities on the dune system; and
- Ongoing review of the functionality, safety and amenity of the Surf Club building and associated facilities.

Actions that may be required in the 50 year time frame and beyond could involve the relocation or redesign of the Holiday Park on the basis sites could potentially be affected by coastal process hazards in the 2050 and 2100 periods.

Drainage

Various drainage lines traverse parts of the Reserve predominantly taking stormwater flows from the higher developed lands out to the coastal waters in the east and the north. A significant stormwater drainage line traverses the part of the Reserve that includes the Holiday Park and public day use areas. This emerges because the core flatter parts of the Reserve lie adjacent to the lands which support the Scotts Head residential settlement areas.

Stormwater and runoff from a considerable catchment is collected and channeled onto the western side of the playing field immediately to the east of the Bowling Club car park. From there water travels along the boundary between the Council owned land and the Reserved Crown land. The Reserved Crown land to the north supports a majority of the caravan park and has natural levels which are up to 1.5m higher than the Council owned land. In this area the drain takes the form of an open but defined channel with several pedestrian crossing points in the form of steps. Further to the east the drain is mostly covered and consequently functions as a piped system. The drain ultimately discharges onto Forster Beach at a location not far from the boat ramp. Apart from a few simple trash rack style devices there are no comprehensive treatment devices forming part of the system to clean and/or retard or detain waters.

Preliminary design has been undertaken by Council with a view to modifying the stormwater drainage system where it flows through the Council land and the Reserve to the beach. The intention is to develop a solution that addresses the principles of Water Sensitive Urban Design to reduce scour of the beach, protect beach access and address stormwater quality. In a wider context there may be opportunities to enhance water reuse in the catchment and deal with some quality issues at source.

3.3 Management and Planning Precincts

3.3.1 Eastern Precinct

The eastern foreshore area contains a number of less prominent headlands and beaches which provide a range of recreational opportunities and experiences. The Precinct stretches along the coast to the south of Little Beach forming a natural margin between the residential areas and the ocean. At one point in the south, the reserve extends to Scotts Head Road and the topography provides a prominent and popular look-out location above Wakki Beach.

The Precinct includes areas where vegetation management is required to control and minimise the incursion of weed species in order to preserve and protect ecologically significant naturally occurring vegetation communities. Within the Precinct there are longer term opportunities to expand and improve the walking track system with a view to establishing an integrated coastal walkway that gives safe access to the beaches and allows people to enjoy the views.

The Precinct also includes areas of cultural and heritage significance to the Aboriginal community. Elephant Head, Scotts Head, the adjoining coastal landforms and the ocean are integral to the

traditional stories of the Gumbaynggir people. Any initiatives in these areas should only be undertaken after consultation with representatives of the local Aboriginal Community.

3.3.2 Headland Precinct

The Scotts Head headland is the dominant natural coastal feature in the Reserve. Public access is provided via a network of formal and informal walking tracks through sometimes dense bushland to vantage points which provide views of the coastline to the north and south. The Headland also provides protection and amenity to Main Beach. Preservation of the scenic attributes of the headland is an important consideration and ongoing maintenance of the existing track network is required to control erosion and keep walkers on the defined pathway. Associated issues include management and control of invasive weed species such as bitou bush into the natural vegetation communities, minimising damage from erosion resulting from storm water flows down and across the existing tracks and removal of rubbish. The density and character of the vegetation also means there are risks associated with the incidence and spread of fire.

3.3.3 Day Visitation and Little Beach Precinct

This area is the focal point for recreational activities associated with the adjoining beaches. The area provides open space and parking areas which support a range of activities and facilities including;

- Surf Lifesaving Club;
- Boat launching ramp;
- Children's playground,
- Picnic shelters and barbecues;
- Public amenities; and
- The Recreation Hut which includes a storage area for equipment used in community activities.

The Macksville-Scotts Head Surf Life Saving Club occupies an area of 1,116 square metres which is leased from the Reserve Trust. The current lease commenced on 2nd September 2002 with an initial term of 15 years and an option for an extension for a further period of 10 years. A small area to the west of the Club building is occupied by a shipping container which is required to store essential equipment. The Club provides an essential public service through its commitment to beach patrols and its wider community involvement in promoting water safety.

Past assessments of the Precinct have highlighted a number of management issues that detract from the function and use of this part of the Reserve. The road alignment and the arrangement of parking spaces are inefficient and contribute to congestion during peak visitation periods. While peak demand for parking can rarely be satisfied within the available area a better balance could be achieved to improve and increase the area of available public open space. While the location of the boat ramp is fixed there are opportunities to make this aspect of the use of the Precinct more efficient by improving the boat trailer parking spaces.

At the eastern end of the Holiday Park the density, configuration and use of the sites results in some visual encroachment into the public open space. Redesign of this area including a change in the road alignment could significantly enhance the character of the Holiday Park as well as the public domain areas.

The area closer to the village commercial area includes some sections of formal pathway part of which gives access to Little Beach, a substantial picnic shelter and scattered seats. Little Beach offers visitors an alternative to Forster Beach with a different character. On occasions Little Beach can be protected from conditions that make the Main Beach area unsuitable for swimming. In recent years Little Beach has been affected by erosion of the dune system with substantial damage to key pedestrian access points.

3.3.4 Holiday Park Precinct – see Drawing SH 01

The caravan park is the major source of commercial tourist accommodation at Scotts Head and a significant income generator to the village. It is located behind Forster Beach and stretches from the Day Visitation area to West Street and adjoins the village centre with easy access to the facilities it provides. At its western end the Park is adjacent to the Scotts Head Bowling Club. A portion of the Park is located on land owned by Nambucca Shire Council and leased to the Reserve Trust. This area is primarily occupied by holiday vans. The Holiday Park represents a substantial asset of the New South Wales government and occupies a significant and valuable area of reserved coastal Crown land. The Park is also important in the context of the regional caravan park and tourist industry.

The Scotts Head Locality Plan, October 2008, emphasises the significance of tourism for the economic well being of the community and states “Stakeholders in Scotts Head are keen to take a proactive role in keeping Scotts Head prosperous. The town has excellent opportunities for economic prosperity through business and tourism and is both surrounded by and within close proximity to many natural assets”.

The Holiday Park has a total area of approximately 2.77 hectares. A majority of the Holiday Park occupies Lot 151 DP 722566 (2.028 hectares). The land leased from Council is at a lower level and accommodates 41 short term sites occupied by holiday vans and 17 campsites and is part of Lot 104 DP 622709 (7,378m²). An open storm water drainage channel runs along the southern boundary of Lot 151 which is also where the change in level occurs. In places the level differential between the Lot 151 and Lot 104 is in the order of 1.5 metres and forms a physical delineation between the two parts of the Holiday Park.

Particularly attractive features of the of the Park include the northern orientation, easy access to a safe patrolled surf beach and the fact it is protection from southerly winds and storms by the higher land to the south. The Holiday Park is maintained to a high standard although some of the infrastructure and facilities have been well used and are now relatively dated. The Park has a 3½ star AAA Tourism rating and the cabins a rating of 3 stars.

The following table provides a summary of the existing allocation of sites and accommodation.

Site Type/Accommodation	Number
Camp Sites	47
Short-term Sites comprising;	151
Powered	96
Holiday vans	41
Cabins	14
TOTAL	198

The principal vehicular access to the Park is taken from Short Street with a secondary access from Adin Street for the holiday van sites. The entry from Short Street does not provide lay by areas for arrivals and departures. The entry is in a position that conflicts with traffic movements in and around the village retail area and the access to the day visitation area, the Surf Club and the beach. As well the access configuration does not allow for the installation of boom gates which creates security issues for management and guests.

The existing manager's residence and office is a moveable dwelling which straddles the open storm water drainage channel that flows through the Park to an outlet on Main Beach. This arrangement is less than satisfactory in terms of the siting and position of the structure, the standard of accommodation and the presentation of the office and reception area. This is a matter that needs to be addressed in the early stages of any improvement program for the Holiday Park and the Reserve. Provision of maintenance and storage facilities for the day to day management of the Holiday Park and the larger Reserve is also limited and fragmented and has a detrimental impact on management efficiency for the Reserve.

A feature of the northern section of the Park is the density of mature shade trees which provide an attractive setting for camping and caravans. Internal roads in this part of the Park are bitumen sealed and the sites are serviced by three communal amenity buildings. The largest of these is centrally positioned and has recently undergone extensive renovation and refurbishment. This building includes male and female sections, two disabled access bathrooms, a parent's room and a laundry and drying areas which service the entire Park. The sites at the western end of the Park are serviced by a small relocatable amenity. Sites in the east are serviced by a smaller brick amenity. An older style brick amenity is located in the eastern corner of Lot 151 and is primarily for the day visitation area although it is used by campers during peak holiday periods.

The Holiday Park supplies 14 units of cabin accommodation which range from older style open plan budget cabins through to two bedroom six berth family units. While the existing cabins appear to meet the requirements of the Park's current clientele they do not address the demand for quality affordable and contemporary accommodation.

Ancillary facilities provided within the Holiday Park are limited to four barbecue shelters although the playground in the adjacent day visitation area is close by and accessible to the Park's guests. There are four access points from the Holiday Park across the dune system to the beach.

A key issue in the future planning of the Holiday Park is related to the 41 holiday vans located on the Council land in Adin Street. In the early 1980's it was agreed between the then Scotts Head Reserve Trust and the Nambucca Shire Council that a section of the eastern part of the Caravan Park, which was at that time occupied by holiday vans, should be incorporated into the day use area. The Reserve Trust and Council in consultation with the owners of the holiday vans decided the holiday vans would be relocated to the area on Adin Street adjacent to the Tennis Club. The relocation and installation of the holiday vans occurred prior to the introduction of Ordinance 71 in 1986.

The current arrangement of sites and moveable dwellings does not address a number of relevant provisions of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005. In particular there are issues associated with separation distances, vehicular access and site coverage. The Council has recently resolved to work with the Reserve Trust to address this matter through implementation of the preferred solution that emerged from the Master Plan study undertaken in 2008 and 2009 by the then Department of Lands, Council and the Reserve Trust.

3.3.5 Dune Precinct

The dune system is an environmentally sensitive area which provides an important visual and ecological transition between Forster Beach and the adjoining , vegetation communities, day visitation areas and tourist facilities. Coastal erosion and predicted sea-level rise, weed control and eradication, pedestrian access across the dune system, rubbish collection and fire management are issues that must be consistently addressed in this Precinct.

Coastal erosion has become particularly significant along the southern 200 metres of Forster Beach and in the area adjacent to the boat launching ramp. In places the dune has receded by 20 metres or more as a result of wave action. This has impacted on beach access and in the longer term could impact on day use and Holiday Park amenities. The Trust, in conjunction with Nambucca Shire Council, has sought advice from the Water Research Laboratory of the School of Civil and Environmental Engineering at the University of New South Wales in relation to coastal protection options for this part of the beach.

3.3.6 Warrell Creek Precinct

The Warrell Creek Precinct is the northernmost part of the Reserve and is to the west of the Forster Beach dune system and is bounded by the Creek on its western edge. The land to the north and south is part of the Gaagaal Wanggaan (South Beach) National Park which is managed jointly by the traditional owners of the land and the National Parks and Wildlife Service.

A north south gravel road runs through the Precinct and is used to access sections of the beach and the creek further to the north. The management priorities for the Precinct are focused around the protection and conservation of the dominant vegetation communities which comprise dry sclerophyl forest/tall dry heath in the eastern part and estuarine wetland on the low lying

ground which has frontage to Warrell Creek. The wetland is characterised by plants that can tolerate the brackish conditions including common sedge, mangroves and salt tolerant grasses with swamp oak and broad-leaved paperbark in the dryer areas. Weed control, dumping of rubbish and unauthorized access by four wheel drive vehicles are the principal management issues.

Lot 215 in DP 755537 in the south eastern corner of the Precinct was identified as a potentially contaminated site in the Nambucca Shire Council State of the Environment Report 2008/09. The land was formerly under the control of the Nambucca Shire Council and used as a garbage depot. The land is fenced and has progressively re-vegetated through natural processes although specific investigation with respect to the extent of any contamination has not been undertaken by Council or the Trust.

3.4 Recent Management Initiatives

The management of the Scotts Head Reserve Trust was changed by the Minister for Lands in 2006 with the appointment of an administrator. Over the past seven years the Reserve Trust has implemented a range of initiatives to progressively improve the financial performance of the Holiday Park in order to consolidate the capacity of the Trust to fund the care, control and management of the entire reserve. Key initiatives financed and implemented by the Reserve Trust over that period have included;

- Renovation and refurbishment of the Holiday Park central amenities;
- Annual weed control and bush regeneration programs across the entire reserve at an average annual cost of \$25,000;
- Replacement of all gas barbecues in day-use areas in 2007;
- Beach cleaning and provision of safe beach access which has involved an increasing financial commitment due to beach erosion over the past 4 years; and
- Extensive repairs to the Little Beach picnic shelter in 2011.

3.5 Strategic Analysis

The Reserve and the Holiday Park have been inspected on a number of occasions to establish an understanding of the character of the land and vegetation and the quality of the existing development and management regime to identify strengths, weaknesses, opportunities and constraints.

Strengths

- Location – a unique and attractive coastal village with a varied scenic coastline which includes headlands, patrolled beaches and essential facilities;
- Day use facilities located close to the beaches;
- The Reserve offers a range of passive and active land and water based recreational opportunities;

- An active Surf Life Saving Club;
- Mature and iconic vegetation – paperbarks, ficus and Norfolk Island pines;
- Attractive coastal views from the headlands, beaches and the Village;
- Scotts Head is a recognised tourist destination with an established reputation with fishers and surfers;
- Access from the Pacific Highway is reasonably straightforward and is well signposted;
- Proximity to larger regional centres including Coffs Harbour, Port Macquarie and the New England;
- The Holiday Park has an established clientele with good levels of loyalty and return visitation;
- Access to a boat launching ramp within the Reserve; and
- The Holiday Park is part of a larger group of Parks and benefits from the management, administration and marketing resources of the NSW Crown Holiday Parks Trust.

Weaknesses

- Day-use parking does not adequately address demand in peak visitation periods;
- Day visitation areas are limited by the alignment of the access road to the Surf Club, boat ramp and beach;
- Sections of Main Beach and Little Beach are adversely impacted by coastal processes and wave action;
- Cost of addressing damage to the beach and pedestrian access points by coastal erosion;
- Cost of weed control and vegetation management;
- The stormwater drainage system takes significant volumes of untreated stormwater through the Reserve and onto the beach;
- The Holiday Park entry is poorly positioned and the standard of the reception, office and manager's residence are inadequate;
- Holiday Park accommodation does not take full advantage of the setting and location;
- A substantial proportion of the cabin stock is of older design and does not match contemporary client expectations;
- Although there are high levels of year round demand for cabin accommodation the range and quality of the cabins has not been significantly enhanced in recent years and as a result the client base is restricted;
- There is no accommodation that complies with current requirements for disabled access;
- The open Park boundaries can create problems related to security for guests;
- A section of the Park supports a substantial number of older holiday vans that detract from the presentation of the Scotts Head Village centre;
- A proportion of the holiday vans and the holiday van sites do not comply with relevant requirements of the Local Government(Manufactured Homes, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005;
- Some older amenities are in poor condition and are surplus to requirements;
- Space and storage for service and maintenance equipment is limited;
- Landscaping around most of the cabins is limited; and
- Camp kitchen and communal meeting areas or spaces are limited.

Opportunities

- Establish a clearly defined open space linkage between the Village Centre and the beaches and foreshore and coastal pathway and track system;
- Alter the operational boundaries of the Holiday Park to improve access to and the area of public open space provided within the Reserve;
- Relocate the Holiday Park entry and Manger's residence and office to open up the access into the day visitation areas, the boat ramp, the Surf Club, Forster Beach and Little Beach;
- Relocate the existing approved short term sites in Adin Street to enable the creation of a Village Green as proposed in the Scotts Head Master Plan 2009;
- Investigate the introduction of purpose designed and sited cabin accommodation that takes full advantage of the unique location and setting of both Precincts of the Holiday Park – new cabins should generally be designed to achieve a 4 star AAA Tourism rating but overall the Park should retain a range of ratings and price points;
- Improve the range and quality of Park facilities;
- Resolve the presentation and arrangement of the communal amenity blocks;
- Increase occupancy with targeted marketing that includes packaging with other local and regional attractions; and
- Rationalise the allocation of sites for holiday van and long term use with a view to creating quality precincts for holiday accommodation capable of generating optimum financial returns.

Constraints

- Age and condition of some buildings and infrastructure;
- Ongoing costs of improvements will be significant if the Holiday Park is to consolidate its existing market share as well as capture new clients;
- Other caravan parks in the region provide superior facilities and accommodation at competitive prices;
- The entrenched position and character of the holiday vans;
- The ongoing costs associated with coastal zone management works and weed control;
- Planning priorities of relevant government instrumentalities; and
- Requirements of coastal planning legislation and policies.

3.6 Business Context

3.6.1 NSW Tourism and the Visitor Economy

NSW 2021 is the Government's 10-year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability and strengthen our local environment and communities. Among the priorities for action in NSW 2021 tourism is identified as having a high potential for growth, with a key goal being ***'to increase tourism in NSW with double the overnight visitor expenditure by 2020'***.

The recently released Visitor Economy Action Plan⁴ outlines a number of key priority actions required to enable the achievement of the goal. A number of immediate actions outlined in the plan are pertinent to the supply of tourist accommodation and other visitor economy related facilities on Crown land. These include improving planning processes to encourage quality and appropriate accommodation on Crown land in locations of high natural amenity (Action 35D) and identifying and releasing land for visitor economy purposes (Action 6C).

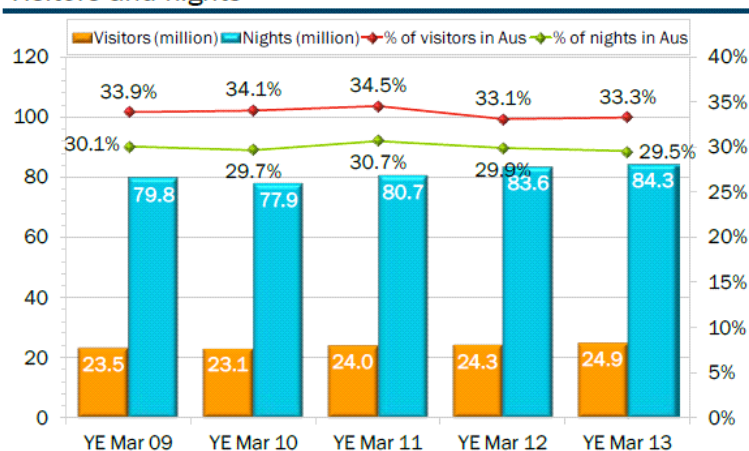
The Plan also advocates the implementation of Destination Management Planning to enable a coordinated approach to addressing demand and supply, and policy and planning issues including infrastructure requirements and the role of Crown land within the identified zones (Action 18A).

In this context the NSW Crown Holiday Parks Trust has a responsibility to support the government's objectives and respond to tourism demand by recognising the dynamic nature of the tourist marketplace in the State and the region. This has particular relevance to the continuing operation of the Scotts Head Holiday Park and the contribution it makes to the local economy and the ongoing development and management of the Reserve.

3.6.2 NSW and Regional Tourism

Australians currently spend \$26 billion dollars on domestic overnight holidays each year. Tourism's contribution to Australia's GDP has reached \$87.3 billion or 5.9% of total GDP with average annual growth in the order of 4.6%. Total expenditure of overnight visitors in NSW to the year ended 31 March 2013 was \$13.95 billion. The visitor economy supply chain generates added economic multipliers, which means every dollar spent on tourism generates an additional 90 cents in other parts of the economy. At 1.9 tourism's multiplier is greater than mining(1.6) and retail trade(1.7).⁵ Of all Australian states, NSW continues to attract the highest number of domestic overnight visitors, maintaining 33.1% of national market share and receiving 24.9m domestic overnight visitors in the year to March 2013.

Visitors and nights



⁴ Visitor Economy Action Plan, Visitor Economy Taskforce, DestinationNSW, June 2012

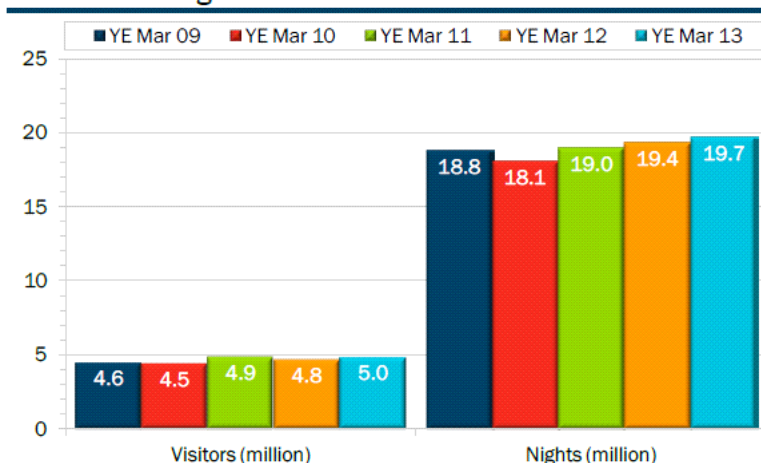
⁵ Tourism's contribution to the Australian economy, 1997-98 to 2011-12, Tourism Research Australia, July 2013

As the table below shows, visitors spent 84.3m nights in the state. Compared to 2012, visitor nights increased by 0.8% and visitors numbers increased by 2.4%. Over half of expenditure by domestic overnight visitors (62%) is spent in regional areas of NSW, contributing \$8.7 billion to regional communities across the state. In the twelve months to March 2013, regional NSW hosted 17.9 million domestic overnight visitors who spent 63.4 million nights in regional areas which was an increase of 3.9% and 4% respectively when compared to YE March 2012.^{6 7}

3.6.3 North Coast Tourism

The North Coast region of NSW extends northward to Tweed Heads and south to Port Stephens. In the twelve months to March 2013, the region received 5 million domestic overnight visitors, up by 3.5%.⁸ Visitors spent 19.7 million nights in the region, staying on average 4 nights per trip. Expenditure by domestic overnight visitors to the North Coast region directly contributes \$2.8 billion to the regions local economy.

Visitors and nights



The travel mindset of domestic visitors is an important consideration when establishing the types of accommodation and recreational facilities appropriate for the visitors to the region (see graph below). The 'compatriots', comprising mostly of families, account for almost half the domestic overnight visitors to the region, followed by the wanderers (21%) who are characterised by taking time out to explore and discover.

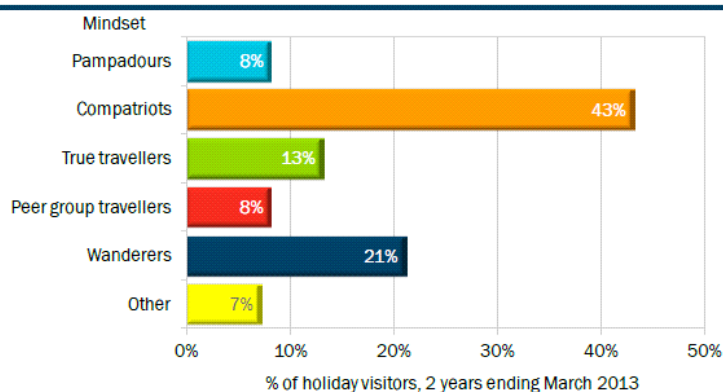
Caravan Parks and commercial camping grounds are a popular choice on the North Coast NSW with domestic visitors spending almost 4.3 million nights in caravan parks or commercial camping ground accommodation in the twelve months to March 2013. Given it's coastline and scenery, it's not surprising that one in two domestic overnight visitors travel to the region for holiday or leisure purposes, with a further 36.5% of domestic travelling to the region to visit friends and family. Together these two groups account for almost 80% of the domestic overnight visitor market.

⁶ Travel to NSW, Year ended March 2013, DestinationNSW

⁷ Travel to Regional NSW, Year ended March 2013, DestinationNSW

⁸ Travel to North Coast NSW, Year ended March 2013, DestinationNSW

Australian Travel Mindsets (2)



Pampadours - want luxury; Compatriots - mostly families; True travellers - want depth of experience; Peer group travellers - seeking a fun experience with friends; and Wanderers - taking time to explore and discover.

(2) Source: Inside Story, 2YE Mar 13

The Nambucca Shire receives 122,000 domestic overnight visitors annually who stay 452,000 nights in the region, with a direct contribution of \$58 million to the region's economy. Visitors stay on average between 3 and 4 nights in the shire. The grey nomads comprise a significant proportion of domestic overnight visitors to the region, accounting for 40.3% of visitors, as well as family groups who comprise \$28%.⁹

NSW Regional communities, Sydney and Queensland are important source markets for the Nambucca Shire, accounting for 90% of all visitors to the LGA. Predominantly visitors travel to the region for holiday purposes and to catch up with friends and relatives. 37.9% of visitors stay with friends or relatives and 30.1% of visitors choose a caravan park or commercial camping ground accommodation. The number of visitors booking caravan park accommodation in Nambucca Shire (30.1%) is much higher than the state average which sits at 12.4% of domestic overnight nights. Almost 10% of international overnight visitors also choose caravan and commercial camping ground accommodation.

3.6.4 Caravan Parks on Crown Land

In New South Wales there are approximately 900 caravan parks, camping grounds and primitive camping grounds of which about 30% are on Crown land managed by the Crown Lands Division of the Department of Trade and Investment. Caravan parks on Crown land supply a disproportionately large component of the available sites for tourists in New South Wales and occupy some of the State's premium tourist accommodation locations. Over the past 20 years the number of caravan parks in New South Wales has declined by about 10%. In the coastal zone there is often development pressure on existing caravan parks on freehold land. In many instances the strategic value of the land has increased resulting in re-zoning and re-development for residential or other forms of commercial and tourist land-use.

The number of tourist sites in the remaining caravan parks is also decreasing. Most parks were originally developed in the 1960's and 1970's. The design parameters from that time are no

⁹ Travel to Nambucca Shire LGA, Four year average annual to September 2011, DestinationNSW

longer appropriate for many contemporary vans, 5th wheelers, motor-homes, cabins or even large tents. As a consequence the redesign and improvement of caravan parks to meet current and future consumer expectation can result in reductions in the total number of sites in any given park. At the same time there has been significant growth in the caravan, camper trailer, campervan and motor-home marketplace. In this context the Trust Managers of caravan parks on Crown reserves have a responsibility to maintain the supply of sites and the range of site types for tourists while recognising the wider land management objectives of the *Crown Lands Act 1989*.

3.7 Holiday Vans

Holiday vans are those owned by individuals and families which, subject to an executed written agreement, are able to be located in the Holiday Park for the payment of an annual fee. Owners of the vans are entitled to a maximum of 180 days use in any 12 month period. The tenure arrangements for holiday vans are subject to the provisions of the *Holiday Parks (Long Term Casual Occupation) Act 2002*. Occupation Agreements are renewed on an annual basis.

The provisions of the *Crown Lands Act 1989* establish objects and principles which require Crown land to be managed for the benefit of the entire community. Reserved land is specifically set aside for the ongoing benefit of the people of New South Wales. As a consequence the development operation and management of caravan parks on Crown reserves must recognise that imperative. In this context there is a responsibility on the part of Reserve Trust Managers to optimise the supply of sites for tourist use. In these circumstances it is very difficult to sustain a sound business argument in support of a substantial proportion of holiday van occupancy as an essential income source on land reserved for “public recreation”.

The strong financial performance and the occupancy rates of the Scotts Head Holiday Park indicates a capacity to increase the supply of tourist sites through the release of holiday van sites for year round tourist use. While this could have a positive impact on the commercial performance of the Park past discussions between the former Reserve Trust, Council and the existing holiday van owners resulted in a commitment on the part of the Reserve Trust to establish new sites for the relocation and installation of the existing holiday vans.

3.8 Summary

The principal strength of Scotts Head Holiday Park is that its proximity to the beaches is combined with ease of access to all essential services in the context of a quiet coastal village. The land base and existing mature vegetation provides appropriate options for the provision of quality facilities within an attractive environmental setting. The Holiday Park has developed a very strong existing clientele and income base. At the same time the Holiday park operates within the context of reserved Crown land and Council owned land that is fundamental to the provision of active and passive recreational opportunities for the local and wider community.

Research and statistics from Destination NSW demonstrate that the North Coast NSW Region is performing well in terms of visitors and visitor nights. Statistics for the period to the end of

March 2013 have identified the two main groups of domestic overnight visitors to North Coast NSW as those aged between 25-44 years (30.2%) and those aged between 45-64 years (36.5%). Importantly caravan parks are the most popular choice for commercial accommodation in the Nambucca Shire with 30.1% of visitors preferring that option in the four years to September 2011.

The design of new facilities needs to continue to be focused on the development of a family friendly holiday destination that also caters effectively for groups and older travellers. During peak holiday periods the Park population grows significantly and as consequence the facilities that are provided must be able to safely accommodate high levels of use. In this context the availability of large adjoining spaces is often as important as the size of the actual facility.

Specific issues that should be addressed in any medium term development and improvement program include;

- Protection and rehabilitation of significant vegetation communities including appropriate re-establishment of endemic vegetation species;
- Achieving a balance between the allocation of reserved land for tourism and public open space;
- Improvement of the facilities provided for public day use and day visitation;
- Appropriate management and protection of the assets of the Trust and the community with respect to the impacts of coastal processes;
- Effective management of significant coastal landforms and ecological communities;
- Improvement of the sites and facilities in the Scotts Head Holiday Park so as the business has the ongoing capacity to support the improvement management and maintenance of the wider Reserve;
- Relocation of sites occupied by holiday vans to a more appropriate location within the context of the public open space system of Scotts Head;
- Consolidation of the use and presentation of areas within the Holiday Park that have already been the subject of significant investment; and
- Improvement and expansion of the range of cabin accommodation with a specific objective of addressing the requirements of families, people with disabilities and older travellers.

4 VISION AND OBJECTIVES

4.1 Scotts Head Reserve

The Scotts Head Reserve has a range of significant values inherent in the natural and historic characteristics of the land and the recreational opportunities it provides. The Reserve has particular significance in the region with its long beach, prominent headland and rocky eastern coastline. These factors combine to create a resource of high scenic, conservation and recreational value.

This Plan of Management has been formulated to enable Reserve 65963 for Public Recreation, Resting Place and Communication Facilities which includes the Scotts Head Holiday Park to have an effective role in;

- Appropriate provision of public open space;
- Providing active and passive recreational facilities for use by the community;
- Management and preservation of environmentally sensitive reserved Crown land;
- Providing tourist accommodation, sites and facilities; and
- The generation of business income to support ongoing land management initiatives and the improvement of reserved Crown land for the benefit of the community.

Sustainable development and management of the Reserve is essential to maintaining the tourism use which contributes to the local economy, while protecting the natural resources on which continued tourism depends and for which the local area is recognised.

In the case of the Scotts Head Reserve and Holiday Park these outcomes will be achieved through the implementation of a Vision Statement supported by specific management objectives, strategies and actions. The structure of the action plans will allow the Trust to be responsive to economic factors, new information and social and technological change.

The Vision Statement adopted by the Reserve Trust for the ongoing management of the land covered by this Plan of Management is;

To conserve and maintain the natural and scenic environmental values and resources of the Scotts Head Reserve while providing a range of recreational and tourist facilities and opportunities to address the economic and social needs of local residents and visitors to the region.

4.2 Management Precincts

The following provides an outline of how each of the planning and management precincts in the Reserve will function as the improvement program for the public recreation areas and the Holiday Park is implemented over the next 5 to 10 years.

- **Eastern Precinct.** The management of this Precinct will recognise the significance of the landform, vegetation, scenic outlook and access to Wakki Beach. Significant vegetation in the Precinct will be preserved and protected and public access pathways will be defined to address public safety issues.
- **Headland Precinct** will be managed to preserve the opportunity for public access while protecting the vegetation and the landform.
- **Day Visitation and Little Beach Precinct** will continue to provide an open space link from the Village Centre to Main Beach and Little Beach. Existing Holiday Park sites and holiday vans and structures will be relocated. The day use facilities including public amenities, car parking, pathways and picnic facilities will be progressively improved and re-organised to provide enhanced access for the local community and visitors. The Surf Life Saving Club will continue to occupy the existing lease area and provide an essential community service. Natural vegetation will be preserved and protected and management will respond to the challenges presented by the predicted impact of coastal processes.
- **Holiday Park Precinct.** The management of the Holiday Park will be focused on fulfilling the needs of the Park's tourist clientele and maintaining an ambience characteristic of a coastal holiday destination. The aim for this Precinct is to support sites, accommodation and facilities for tourists and to accommodate the existing holiday vans in a way that addresses relevant regulatory requirements. New cabins will be installed and the existing cabins will be upgraded and in some instances replaced over the next five to ten years. New cabins will include units design to cater for people with disabilities. Aspects of the layout and function of the Holiday Park will be changed to establish an improved interface with the Village Centre and public domain open space.
- **Dune Precinct** The future management of this area will primarily be focused on vegetation management, weed control and protection of the viability of the dune system. Pedestrian links to the beach will be maintained, however, these access points can be affected by coastal processes and will be actively monitored and managed in the interest of public safety. Part of this Precinct and the Warrell Creek Precinct are adjoined by the Gaagaal Wanggaan (South Beach) National Park and it is important that the respective land managers maintain a co-ordinated approach to management strategies and actions.
- **Warrell Creek Precinct.** This Precinct will be managed to preserve and protect the natural values of the vegetation communities and in particular the SEPP 14 Wetland with frontage to Warrell Creek. Key management actions will address weed control. The Precinct will generally not be accessible to the public and will be identified as an environmentally sensitive area.

4.3 Key Result Areas

The Mission Statement for the Scotts Head Reserve and Holiday Park will be achieved through the implementation of Strategies and Actions with respect to the following Key Result Areas.

Environmental Management - ensure the environment of the Reserve and the Holiday Park is managed, preserved and protected in accordance with sound ecological principles and for the enjoyment of the community.

Sustainability - ensure principles of ecological and environmental sustainability are incorporated into the design and management of the accommodation, facilities and infrastructure within the Reserve with the ultimate goal that resources are used efficiently throughout their lifecycle and to meet the needs of the community.

Regulatory Compliance - ensure the Holiday Park complies with all applicable statutory standards.

Tourist Sites and Accommodation - optimise income to the Holiday Park by providing a range of quality tourist accommodation including opportunities for family and traditional camping within the bounds of ecologically sustainable development.

Facilities for Management and Guests - optimise the recreational and tourist potential of the Reserve consistent with the principles of ecological sustainability while improving Holiday Park presentation and providing a range of recreation and communal facilities.

Health Safety and Risk Management - provide and maintain facilities in a manner which minimises risk to the local community, day visitors, caravan park users and park management and promotes appropriate use and enjoyment of facilities provided on reserved Crown land.

Business Management - maintain a management and operational structure which ensures commercial viability, promotes timely and responsible decision-making, and is responsive to environmental, legal, social and technological imperatives.

Integrated Land Management - promote and assist integrated land management associated with the use of the Scotts Head Reserve and Scotts Head Holiday Park.

5 PROPOSED IMPROVEMENT PROGRAM

5.1 Introduction

Review and analysis of the Scotts Head Reserve and the Scotts Head Holiday Park has resulted in identification of a range of required improvements to management infrastructure, day use facilities, access, caravan park sites and accommodation. Proposed improvements need to be assessed against their potential to enhance the ongoing management efficiency and effectiveness of the Trust and to ensure future financial outcomes for the Holiday Park make an appropriate contribution to the community and the management of reserved Crown land. The opportunities offered through the improvement of the Holiday Park have the potential to grow the business by providing a greater range of site and accommodation options. In formulating a practical improvement program for the Reserve and the Holiday Park, a number of factors have been considered including;

- The principles and parameters established in relevant legislation and policies of the New South Wales government, the Trust and Council;
- Potential to achieve environmental objectives;
- Safety, security and regulatory compliance;
- Potential to improve visitor amenity and maintain income and profit;
- Potential to improve the interface with public access to and enjoyment of the Reserve; and
- Cost and financial contribution to the local economy.

Given budgetary constraints and operational considerations any program will of necessity take a number of years to implement. In terms of the future management of the Reserve and the Holiday Park the proposed improvement program has been formulated with five principal aims;

- To manage environmentally sensitive areas in a way that recognises and preserves natural values;
- To adequately address the existing and emerging land management challenges of coastal erosion, climate change and predicted sea level rise;
- To create an appropriate balance between the provision of public open space and achieving profit outcomes from a business enterprise on reserved Crown land;
- To maintain and improve the family focus for sites, accommodation and facilities in the Scotts Head Holiday Park; and
- To provide day use facilities and public access to the beaches and headlands that is appropriate to the value and character of the land and the needs of the community.

5.2 Proposed Improvement Program

The proposed program for the Scotts Head Holiday Park and associated public domain open space has been structured to build on existing strengths and attractions. There will be some redesign

and redevelopment of the layout of parts of the Reserve and Holiday Park road system including the development of new Holiday Park entry. These actions will require the removal of some existing sites and the relocation of others. These changes will also facilitate the introduction of new on-site accommodation and improved communal amenities and facilities. Most importantly the program allows for a range of enhancements to land adjoining the Holiday Park and this will be integral to a fundamental change in the balance between the area allocated to the Holiday Park and to public open space.

The structure of the program is designed to bring improvements on-stream in a way that will progressively enhance the income earning capacity and profitability of the Holiday Park business. The construction of some items may require prior approvals and consents and adequate time needs to be allowed for the preparation of documents and assessment and approval processes. In addition works will be undertaken within the context of an operating tourist accommodation business environment and will therefore be programmed for the period from May to September each year. While this will minimise the adverse impact of construction activity on occupancy rates and financial performance it is a significant restriction in terms of timing and planning.

Implementation of the proposed improvement program will result in a reduction in the total number of sites in the Scotts Head Holiday Park from 198 to 153 due to;

- Alterations to the eastern boundary of the Park and removal of sites from that area;
- Development of a new Park entry, manager's residence and maintenance compound;
- Creation of the Village Green; and
- Development of a new cabin precinct which will allow for the installation of larger better quality cabins for families.

The proposal for the Day Visitation and Little Beach Precinct will see the development of improvements focused on the role of this area as an integral component of the public open space system of Scotts Head.

5.3 Proposed Precinct Improvements

The drawings attached to this document illustrate the way in which the implementation of the above program will improve the Holiday Park and the reserved and adjoining lands that interface with the Village Centre and have frontage to the beaches, the coastline, the dune system and Warrell Creek.

As indicated earlier it is essential the subdivision of Lot 4 in DP 622709 and the subsequent addition of land to the Reserve and the leasing of land to the Trust is completed to enable the implementation of a majority of the most significant proposed improvements.

Key features of the proposed Improvement Plan are outlined below.

5.3.1 Eastern Precinct and Headland Precinct

Improvements to these Precincts will be focused around;

- Maintenance and improvement of the existing walking tracks including the Goanna Track and improvements to existing look out points on the Headlands;
- Provision of an integrated system of signage and way finding to enhance safe access to and enjoyment of the headlands, beaches and coastal views;
- Provision of additional interpretive material in relation to Aboriginal cultural heritage;
- Provision of interpretive material in relation to the environmental features and in particular the significant vegetation communities;
- Appropriate management of the impact of coastal processes; and
- Weed control, vegetation management and bush regeneration.

These activities and actions will be funded as part of the ongoing allocation of funds by the Reserve Trust to the management and maintenance budget for the entire Reserve.

5.3.2 Day Visitation and Little Beach Precinct – see SH 02

Scotts Head Holiday Park is situated within a larger public reserve which provides a variety of passive and active recreation and day use opportunities for local residents and visitors to Scotts Head. The public facilities in the reserve include public amenities, car parking, a boat ramp, communal meeting areas, children's playground, pedestrian walkways, lookouts, barbecues and picnic areas, beach access and dune crossings. The progressive improvement of the Holiday Park to achieve enhanced profits will over time make additional funds available for the continuing improvement of facilities in the public domain components of the Reserve and contribute to the appropriate management of environmentally significant areas. Key aspects of the improvements to this Precinct will be facilitated by and dependent upon the proposed subdivision of Lot 4 in DP 622709.

Importantly the Surf Club is also situated within this Precinct. Clearly the continuing operation of the Club and maintenance and improvements to the Club premises pursuant to the lease from the Reserve Trust is an integral element of the ongoing management of the Reserve. While the existing leased area should not be altered, improved access to the Club's facilities would be desirable. In addition any upgrade to the fabric of the building that would improve its aesthetic response to the setting would be supported by the Trust.

A number of improvements and additions will be made to the existing passive and active recreation facilities provided in the Reserve and on adjoining land owned by Nambucca Shire Council including:

- Redesign of the main parking area and road alignment from Short Street through to the boat ramp parking area to provide space for a larger number of vehicles, increase the usable space in the day use area and reduce the intrusion of vehicles within open space

areas. Public pedestrian access from the Village Centre to the beaches and Headland will also be upgraded with detailed design solutions that will protect and preserve significant endemic and iconic vegetation and improve visual and recreational amenity;

- Reduction in the area occupied by the Holiday Park with a number of sites deleted, the manager's residence removed from the current location and the operational boundary within the Reserve re-aligned and moved to the west. This will resolve access issues associated with the day visitor public facilities by including more land in the day use area as well as enhance the character of the public domain open space;
- Progressive improvement of the facilities in the public amenity block and eventual replacement of outdated built elements; and
- A comprehensive approach to landscaping which will progressively include new plantings, paving, park furniture, signposting and a vegetation replacement and management program.

The following table shows indicative staging for implementation.

Day Visitation and Little Beach Precinct	Stage 1	Stage 2	Stage 3	Stage 4
Realign day use access road and construct parking areas				
Storm water management				
Pathway system				
Park furniture and landscaping in Village Green				
Improve day visitor facilities				
Improve public toilets				
Environmental Management				
Beach Access and Fencing – Main Beach and Little Beach				
Signposting				

These improvements and alterations will substantially change the presentation and approach to the day visitor area and create an improved transition from the Village Centre through to the Surf Club and beaches. The relocation of the caravan park entry and exit and visitor management functions will move some traffic away from the day use areas and the re-alignment of the road will significantly increase the useable area of public open space. The operational boundary between the Holiday Park and the day use areas will also be clearly defined.

5.3.2 Holiday Park Precinct – see SH 02

The successful commercial performance of the Holiday Park provides the funds required to support the ongoing maintenance and improvement of the remainder of the Scotts Head Reserve. As a consequence the Holiday Park must be consistently improved to ensure the business has an ongoing capacity to address the requirements of its current and future clientele. The proposed

improvements outlined below address this imperative while contributing to provision of facilities that will bring benefit to the entire community.

Alteration of the eastern boundary of the operational area of the Holiday Park. Fifteen sites at the eastern end of the Holiday Park will be removed along with the existing manager's residence and office. Together with the closure of the existing park entry this will allow for a contraction of the land occupied by the Holiday Park in this part of the Reserve. This initiative will improve access to the day use areas, enhance the interface between the Village and public open space and increase the area available for public use and enjoyment. The new operational boundary will be defined with low key fencing and landscaping. The old Holiday Park amenities and storage shed will also be demolished and sections of existing Park road removed to provide for the installation of new cabin accommodation. The existing beach access points will be retained and maintained.

Installation of new cabin accommodation. The proposed locations take advantage of proximity to the beach, the Village Centre, the Village Green and the Surf Club but will require the demolition of existing buildings, modification to sections of the Park road layout and removal of a number of older basic cabins. Over time the Park's cabin stock will be increased with the aim of establishing a greater range in the quality, price points and appeal of the Park's accommodation stock. One cabin will be designed to meet the current design requirements for holiday accommodation for people with disabilities. This investment will strengthen the capacity of the Park to grow shoulder and low season occupancy rates. These cabins will be designed to achieve a 3 1/2 to 4 star AAA Tourism rating and establish an aesthetic character and quality which recognises and complements the intrinsic features of the Reserve and the Village.

Development of a new Park entrance which will be accessed from Adin Street. The new entry road, boom gates, parking and manager's residence and office will be located on proposed Lot 1 in the subdivision of Lot 4 in DP 622709. Nambucca Shire Council has resolved to facilitate the addition of this land to Reserve. The manager's residence and office will be a relocatable home installed pursuant to the relevant provisions of the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005*. This will establish a management presence in a position that enables the establishment of a single controlled entry point for all sites in the Holiday Park. Sufficient space has been provided to allow an arriving towed caravan to be completely within the Park boundary before the boom gate is activated. The entry design will include visitor parking and maintain vehicular access to the northern side of the Tennis Clubhouse. This work will also require the construction of road access from proposed Lot 1 into the northern section of the Holiday Park adjacent to the existing central amenities. This will involve bridging of the existing storm water drainage channel.

Re-location of the existing approved short term sites to facilitate the relocation of existing Holiday Vans. The establishment of the new Holiday Park entry and the lease of proposed Lot 2 to the Reserve Trust from Nambucca Shire Council will enable the relocation of existing approved short term sites. Roads, sites and relocatable communal amenities will be established in accordance with the relevant requirements of the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005*. This will release land for the

creation of the Village Green and resolve the regulatory issues related to the existing arrangement of the sites, roads and holiday vans. As part of this process the Trust will contribute to the implementation of improved treatment, detention and disposal of urban storm water that flows through the Reserve to the beach.

Development of a camp kitchen including campers' wash-up facilities and undercover seating.

Provision of power to every site.

The following table shows indicative staging for implementation.

Holiday Park Precinct	Stage 1	Stage 2	Stage 3	Stage 4
Rehabilitate existing holiday van area				
Demolish existing managers residence				
Re –configure roads and sites in eastern end of the Holiday Park				
New Entry Road and Boom Gates				
Office Reception and Manager's Residence				
West Street Exit				
New Cabins and Cabin Replacements				
Cabin Relocation and Upgrade				
Camp Kitchen				
Road alterations				
Storm water Drainage				
Site rationalisation and upgrades				
Install Relocatable Amenities				
Landscaping & Vegetation Management				

5.3.3 Dune Precinct and Warrell Creek Precinct

The ongoing management of these Precincts will be focused around;

- Maintenance and improvement of beach access points having due regard to the impact of coastal processes and public safety;
- Weed control, vegetation management and bush regeneration; and
- Provision of interpretive material where appropriate to explain the implications of the impact of coastal processes and inform the community in relation to the management actions being undertaken by the Trust in this regard.

These activities and actions will be funded as part of the ongoing allocation of funds by the Reserve Trust to the management and maintenance budget for the entire Reserve.

5.4 Future Allocation of Sites

Implementation of the above planning, development, management and business initiatives will deliver a range of benefits to the community and holiday makers and generate funds for allocation to the ongoing responsible management of the entire Reserve.

The allocation of sites when the Improvement Program is fully implemented will be as follows;

Site type	Number of sites
Long Term	nil
Short Term – powered site	103
Short Term – cabins	15
Short Term – holiday vans	35
Campsites	nil
Scotts Head Total Sites	153

5.5 Assessing Proposed Improvements

This Plan of Management proposes that a number of improvement projects should be brought forward by the Reserve Trust over the next 5 to 10 years. While there has been wide ranging analysis and consideration of these proposals during the preparation of this Plan the following are some of the key issues that should still be considered by the Reserve Trust when deciding whether a particular land use or development is to proceed within the Reserve;

- The compatibility of the proposal with the notified purpose of the reserve;
- The compatibility with the Mission Statement and Statement of Objectives for the Reserve;
- The provisions of relevant planning instruments including the Nambucca Shire Local Environmental Plan 2012;
- The need for the proposal - will it promote and be ancillary to the use and enjoyment of the reserve as distinct from satisfying a requirement generated by an adjoining property or by an unassociated community need?
- Design and aesthetic integrity – is the detailed design appropriate to the character of the Reserve and does it contribute to an integrated approach to the design and development of improvements to the Reserve?
- The benefit the improvement will bring to visitors to the reserve;
- The impact on the existing use of the reserve; and
- The capacity of the Trust to continue to maintain the improvement.

5.6 Financing Improvements

The Scotts Head Holiday Park generates income primarily from rental of tourist sites for holiday accommodation. The Holiday Park is currently trading profitably and each year contributes a levy from Gross Revenue to the Public Reserves Management Fund (PRMF). While the total number

of sites in the Park will be reduced from 198 to 153, revenue projections show the business will be able to maintain and improve the current revenue and profit outcomes because:

- Improvements to the quality of the sites and facilities will result in growth in shoulder and low season occupancy rates; and
- Increased supply and quality of cabin accommodation will attract growth in occupancy rates and allow for increased tariffs; and

Funding for new initiatives will therefore be made from two sources: net profit (gross profit less operational expenses, PRMF contributions and depreciation) and loans. The only area where additional financial assistance may be considered relates to the possible application for grant funding to undertake environmental works and to contribute towards the cost of public facilities. The Trust can apply for loan finance from the PRMF to fund implementation of aspects of the proposed Improvement Program.

6 MANAGEMENT ACTIONS AND STRATEGIES

6.1 Strategies and Actions

A range of measures have been identified as required to implement this Plan of Management to ensure the Scotts Head Reserve and the Scotts Head Holiday Park is improved and managed in accordance with the Principles of Crown Land Management. The following tables detail the Strategies and Actions to be implemented by the Reserve Trust in relation to each Key Result Area.

In the first instance the Strategies and Actions are designed to achieve the Vision and address the Key Result Areas outlined in Section 4. The implementation of the identified Actions will address the Management Issues identified in Section 3 and support the orderly implementation of the Improvement Program described in Section 5.

6.2 Regulatory Compliance

Strategy	Actions
Sites and facilities to conform to relevant regulations.	<ul style="list-style-type: none"> • Ensure sites are sized, located and provided with utility services and amenities in accordance with the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005. • Progressively implement the proposed Improvement Program to provide the mix of sites and facilities indicated on Drawing SH - 02. • Comply with the conditions of the current Section 68 Approval to operate a Caravan Park. • Apply for renewal of the Section 68 Approval in a timely manner. • Design, construct and install moveable dwellings and submit documents in accordance with requirements of the Regulations. • Maintain the Park's Community Map to accurately reflect the current layout and use of sites. • Through sound design ensure that proposed improvements comply with the requirements of the Regulations and any applicable statute, code or policy.

6.3 Health, Safety and Risk Management

Strategy	Actions
Continue to provide health, safety and risk management for the public and for staff involved in maintenance and management activities.	<ul style="list-style-type: none"> • Undertake ongoing comprehensive risk assessment of the day visitor areas and Holiday Park on the basis of a structured Work Health and Safety Management Plan. • Minimise public risk through the ongoing implementation of a risk management strategy. • Ensure all staff and management is appropriately trained. • Maintain and use any equipment in accordance with regulations and manufacturer's specifications. • Store and use chemicals as required by regulations and in accordance with manufacturer's recommendations.
Ensure the enjoyment and use of the reserve is not compromised by inappropriate behaviour.	<ul style="list-style-type: none"> • Undertake ongoing review of the activities that should be prohibited or regulated on the reserve. • Implement measures that are authorised by the <i>Crown Lands(General Reserves) By-law 2006</i>.
Maintain facilities and accommodation to appropriate standards.	<ul style="list-style-type: none"> • Continue to maintain an asset management register and fund the ongoing implementation of the Park's asset management plan.
Protect life and property from the consequences of natural events, the impact of coastal processes and emergency situations.	<ul style="list-style-type: none"> • Maintain, review and upgrade the Park's Emergency Management and Disaster Recovery Plan.
Ensure the Reserve, Holiday Park, cabins and facilities are maintained and presented to a high standard.	<ul style="list-style-type: none"> • Provide consistent supervision and review of the maintenance and cleaning responsibilities of the Contract Manager.

6.4 Business Management

Strategy	Actions
Continue to maintain a process for business planning and performance review.	<ul style="list-style-type: none"> • Prepare an annual budget for the operation and improvement of the Reserve and the Holiday Park. • Establish financial performance targets and undertake regular review of the operation of the Holiday Park against targets, budget and other management objectives. • Report financial outcomes to Crown Lands, Department of Trade and Investment on an annual basis.
Preserve the financial contribution the Holiday Park makes to the management of the Crown estate and to the local community.	<ul style="list-style-type: none"> • Review and set tariffs for all sites and on-site accommodation in line with a comprehensive marketing plan on at least an annual basis. • Establish tariffs for sites, which reflect the market potential for the form of accommodation being offered.
Market and promote the Park to achieve optimum commercial outcomes.	<ul style="list-style-type: none"> • Identify new and emerging market opportunities. • Prepare and implement an annual marketing and promotional strategy.
Provide competent day to day management.	<ul style="list-style-type: none"> • Seek and engage competent and qualified contractors. • Create, implement and maintain policies and procedures to ensure best practice for all aspects of the operation of the business and maintenance of the Crown's asset.
Provide high levels of customer service and asset and business management.	<ul style="list-style-type: none"> • Maintain a human resource management strategy which ensures appropriate qualifications and skills are available. • Identify, prepare and implement training programs.
Manage sites occupied by holiday van owners in a consistent and transparent manner.	<ul style="list-style-type: none"> • Ensure all occupancy agreements are current and in accordance with the relevant provisions of the <i>Holiday Park(Long Term Casual Occupation) Act 2002</i>. • When holiday van sites are vacated those sites will become available for tourist use.

6.5 Environmental Management

Strategy	Actions
Maintain environmental integrity.	<ul style="list-style-type: none"> • Formulate and implement an Environmental Management Strategy to identify, minimise and manage the environmental impacts of the Trust's activities on the environment by systematically integrating environmental management into daily operations, long term planning and other quality management systems. • Undertake an independent Review of Environmental Factors before proceeding with implementation of proposed improvements and development.
Promote and maintain the health of existing and proposed native vegetation in the Holiday Park and Reserve and on boundaries with adjoining National Park.	<ul style="list-style-type: none"> • Preserve and protect existing native vegetation in the Reserve in accordance with the Vegetation Management Plan for the Reserve and the relevant requirements of local planning controls. • Only use native species for landscaping and tree replacement. • Only use non invasive grass species when turfing areas of the Reserve. • Remove weeds and re-vegetate areas appropriate to land-use, design and management of facilities. • All arboricultural work in the Reserve shall be best practice and undertaken by a qualified arborist in accordance with the Vegetation Management Plan. • Do not permit attachment of signs, clothes lines or tent ropes to trees. • Ensure lawn clippings and garden waste is disposed of correctly, and not deposited on adjacent lands.
Improve and maintain environmental and visual amenity.	<ul style="list-style-type: none"> • Provide additional landscaping to the surrounds of amenities buildings, clothes drying areas and cabins. • Implement a replacement planting program for any trees required to be removed and provide protection during establishment.
Minimise disturbance to native vegetation.	<ul style="list-style-type: none"> • Use appropriate siting for facilities and walkways. • Carefully manage pedestrian and vehicle access. • Define buffer areas and protect vegetation through mulching, edge planting and/or fencing as appropriate.
Implement effective catchment management to minimise impacts on water quality.	<ul style="list-style-type: none"> • Work with Nambucca Shire Council to implement a solution that addresses the principles of Water Sensitive Urban Design to reduce scour of the beach, protect beach access and address stormwater quality. • Implement erosion control measures, litter and silt traps and drainage line filters where required to control storm water. • Use chemicals in accordance with approved Trust and AS

	<p>guidelines;</p> <ul style="list-style-type: none"> Promote catchment management principles as appropriate.
Minimise fire hazard to property and appropriately manage natural coastal vegetation.	<ul style="list-style-type: none"> Provide and maintain adequate fire control access. Provide and maintain fuel free and fuel reduced zones where necessary. Minimise disturbance to natural vegetation. Do not allow solid fuel campfires or cooking fires.
Manage and respond to the impacts of coastal processes and climate change while allowing for natural occurrences.	<ul style="list-style-type: none"> Close access and repair damage as necessary after storm events. Develop specific climate change adaptation plans in accordance with government policy.

6.6 Sustainability

Strategy	Actions
Sustainable Development	<ul style="list-style-type: none"> Assess improvement and development proposals in the light of sustainability principles. Implement best practice approaches to achieving sustainable resource management.
Resource Sustainability	<ul style="list-style-type: none"> Promote sustainability in the design, construction and management of assets including use of low embodied energy materials, replaceable resources, plantation timbers, etc. Price goods and services to recover the full life cycle costs of providing the goods and services including the use of natural resources and assets and disposal of waste.
Reduce carbon footprint.	<ul style="list-style-type: none"> Progressively reduce dependence on high CO² energy sources by considering acquisition of electricity from renewable energy sources.
Minimise use of water and energy.	<ul style="list-style-type: none"> Manage resources with an emphasis on minimisation of energy and water use, water harvesting and re-use, and environmentally responsible waste management. Recycle waste where possible and appropriate.

6.7 Facilities for Day Visitors, Local Community, Holiday Park Guests and Management

Strategy	Actions
<p>Maintain and upgrade designated recreation areas to cater for a range of active and passive recreation opportunities.</p>	<ul style="list-style-type: none"> • Provide recreation facilities within existing appropriate and designated locations. This may include over time: <ul style="list-style-type: none"> - picnic tables, shelters and electric BBQs - public toilets and beach showers - playgrounds - garbage bins - lighting - shade tree planting (use mainly local native species) - pedestrian pathways - off street parking - fencing to protect natural vegetation - directional and interpretive signs;
<p>Develop, maintain and rationalise existing pedestrian access to best suit current use and conditions and to ensure access safety, usability and protection of the natural environment</p>	<ul style="list-style-type: none"> • Review existing track system (both constructed and informal access) taking account of; <ul style="list-style-type: none"> - level of use - beach and surf conditions (consult SLSC) - vegetation - erosion - visibility and convenience • Close, relocate and/or upgrade tracks as required; • Adapt track design to local topography and conditions as appropriate eg. board and chain, stairs, timber beach ramps, gravel or sand tracks, bitumen sealed or paved paths, track definition by bollards or fencing; • Maintain access way structures and track side vegetation to encourage use, ensure safety and protect vegetation in riparian areas. Temporary track closure may be required after storm events. Improve the Reserve and Holiday Park and develop facilities as described in this Plan of Management and as generally indicated on Drawing SH-02.
<p>Provide Holiday Park facilities that reflect the quality of the location, land management priorities and current industry and market benchmarks.</p>	<ul style="list-style-type: none"> • Improve the Holiday Park and develop facilities as described in this Plan of Management and as indicated on Drawing SH-02. • Provide communal facilities within the Holiday Park in accordance with the relevant regulations and progressively expand and improve ancillary facilities for guests. • Maintain an adequate supply of short term sites for caravans, tents and recreational vehicles. • Over time provide power, water and sewer to every site in the Holiday Park in order to satisfy the requirements of guests. • Maintain and where possible improve the AAA Tourist rating

	for the Park.
Implement a staged development process that is achievable in terms of planning and financial constraints.	<ul style="list-style-type: none"> Undertake improvements to the Reserve and the Holiday Park based on the internal capacity of the Holiday Park to support the funding of the works.
Improve the presentation and efficiency of the Holiday Park entrance and reception facilities.	<ul style="list-style-type: none"> Establish a new Park entry, reception, office and manager's residence within proposed Lot 1 in the subdivision of Lot 4 in DP 622709. Provide visitor parking and maintain appropriate access to the tennis courts and Tennis Clubhouse. Introduce new technology to streamline booking and check-in procedures. Ensure signage and lighting throughout the Holiday Park meets the safety needs of visitors, guests, residents and staff and addresses current regulatory requirements.
Remove inefficient and redundant facilities and improve amenity for guests.	<ul style="list-style-type: none"> Install and construct new facilities for guests as detailed in Drawing SH 02 including roads and sites, barbecue facilities, camp kitchen and renovation and upgrade of amenities as required.

6.8 Sites and Accommodation

Strategy	Actions
Relocate existing approved short term sites and existing holiday vans.	<ul style="list-style-type: none"> Construct roads, sites and communal facilities in accordance with relevant regulatory provisions to enable the relocation of existing holiday vans and enable the creation of the Village Green.
Provide additional on-site accommodation and site types.	<ul style="list-style-type: none"> Install quality on-site accommodation designed to complement the character of the coastal setting and capable of generating a consistent income stream to finance the ongoing management of the caravan park and make a substantial contribution to the management of the adjoining reserved lands. Provide an appropriate supply of accommodation products and facilities that are accessible to people with disabilities or limited mobility. Retain a balance between the provisions of sites for camping and caravanning and self contained accommodation. In the longer term progressively reduce the number of holiday vans by natural attrition to release short term sites for tourist use. Maintain a minimum 3 ½ star AAA rating for existing and proposed self contained on-site accommodation.

6.9 Integrated Land Management

Strategy	Actions
Implement the Plan of Management and relevant statutory requirements in an ongoing, co operative and timely manner within the available resources.	<ul style="list-style-type: none"> • Liaise with other local, regional and state authorities particularly where co-ordination of activities on adjoining lands is involved. • In consultation with Crown Lands and Nambucca Shire Council finalise the subdivision of Lot 4 in DP 622709 including the addition of land to the Reserve, the leasing of land to the Reserve Trust from Nambucca Shire Council and establishment of easements to address service infrastructure and public access requirements. • Cooperate with and maintain awareness of the activities of other authorities. • Obtain approvals and consents as required. • Continue liaison with Crown Lands in relation to new and emerging government policy that impacts on the management of reserved Crown land.
Enable leases and licenses for appropriate uses.	<ul style="list-style-type: none"> • The Reserve Trust may enter into a lease or license for whole or part of the lands to which this Plan applies provided that; Management of the land is in accordance with this Plan of Management and relevant Crown approvals and policies, the use of the land is in the public interest and the granting of the lease or license is in accordance with the relevant provisions of the <i>Crown Lands Act 1989</i>.

6.10 Holiday Vans

Holiday vans are those owned by individuals and families which, under agreement, may be located in the Holiday Park for the payment of an annual fee. The owner of a Holiday Van is entitled to a maximum of 180 days use in any 12 month period, with the Park Managers able to issue three (3) months notice at any time for the Van to be removed. The tenure arrangements for holiday vans are subject to the provisions of the *Holiday Parks (Long Term Casual Occupation) Act 2002*.

At Scotts Head there are currently 41 sites allocated to holiday vans. The proportion of holiday vans conforms to the requirements of the Crown Lands Caravan Parks Policy. However, Scotts Head Holiday Park occupies a significant Crown reserve which has been set aside for the purpose of Public Recreation. The characteristics of the land and its location are such that the vast majority of sites in this Park are “prime tourist sites”. This is confirmed by the demand for sites and accommodation in the Park by tourists throughout the year. In recognition of the values associated with this Reserve, whenever a holiday van site is vacated or relinquished in the future, that site will be made available for tourist use

The proposed Improvement Plan for the Scotts Head Reserve and Holiday Park requires the relocation of holiday vans to allow for the development of facilities for the community. The structure of the proposed Improvement Plan is such that this process will provide lead times to allow the Trust and the Park Managers to work with existing holiday vans owners to achieve a smooth transition to the new holiday van area in Adin Street.

6.11 Authorised Activities and Works

A range of measures have been identified as required to implement this Plan of Management to ensure the Scotts Head Reserve and Holiday Park is improved and managed in accordance with the Principles of Crown Land Management.

These improvements and actions are identified and described in Sections 5 and 6 of this Plan of Management and in Drawing SH – 02. At the completion of the Improvement Program the Scotts Head Holiday Park will supply a total of 153 short term sites for guests in accordance with the relevant regulatory controls.

The required improvements and works are itemised below under each of the relevant Management Precincts and are authorised pursuant to Clause 65(2) of SEPP Infrastructure 2007.

Management Precinct	Authorised Activities and Improvements
Day Visitation and Little Beach Precinct	Demolition; road works; storm water drainage; construction of pedestrian pathways; construction of roads and parking areas; underground utility service installation; beach and foreshore protection works; retaining walls; construction of picnic shelters; fencing; landscaping; and vegetation management.
Holiday Park	Demolition; road works; construction of parking areas; decommission existing approved sites and rehabilitate the vacated area; construction of a new Holiday Park entrance from Adin Street and installation of boom gates; Construction of an exit to West Street including installation of a boom gate; renovations, alterations and additions to existing communal amenities; reconfiguration of site layout and site boundaries; storm water drainage works; underground utility service installation; installation of relocatable homes(manager’s residence, office, cabins and Eco-tents) on various sites as required to meet the needs of the Park’s clientele in accordance with the caravan park regulations; installation of flagpoles and signage; construction of storage and maintenance sheds; fencing; landscaping; vegetation management; negotiation of a long term lease agreement with Nambucca Shire Council; application of Trust funds to the creation and ongoing maintenance of the Village Green and associated works on other adjoining land owned by Nambucca Shire Council.

Eastern, Headland, Dune and Warrell Creek	Fencing; storm water drainage; landscaping; road construction and maintenance; construction and maintenance of pedestrian pathways and beach access points; installation of park furniture; beach and foreshore protection works; weed control and vegetation management; maintenance and construction of walking tracks and viewing areas and platforms; installation of signs and interpretive information.
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7 IMPLEMENTATION AND REVIEW

This Plan of Management has been prepared pursuant to the provisions of the *Crown Lands Act 1989* to provide an appropriate statutory basis for the continuing improvement and operation of the Scotts Head Holiday Park and associated reserved Crown land.

This Plan provides a medium term strategy for the management and improvement of the Scotts Head Reserve and the Scotts Head Holiday Park. It is anticipated the majority of the works described will be implemented over a five year period. Priorities for works and funding are to be addressed on an annual basis to meet development priorities and community needs.

Progress in relation to the implementation of the Plan will be monitored by the Trust and the Trust will report on an annual basis to Crown Lands, Department of Trade and Investment.

This Plan is to be reviewed approximately every five years or as required to ensure it continues to be relevant to and consistent with government legislation and policy and community expectation.

APPENDIX A

Draft Plan for Proposed Subdivision of Lot 4 in DP 622709

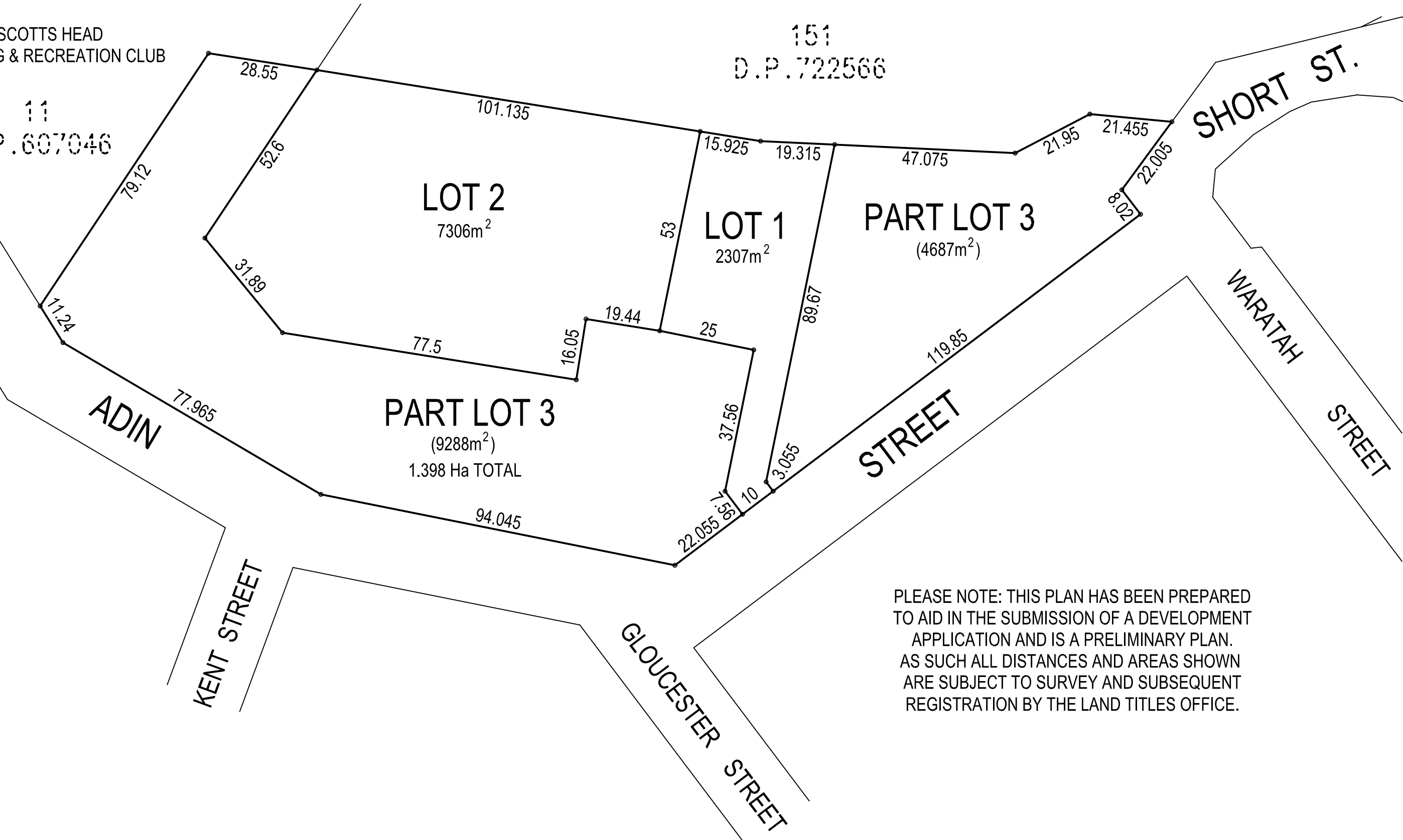
SCOTTS HEAD
BOWLING & RECREATION CLUB

151
D.P. 722566

11
D.P. 607046



TRUE NORTH



PLEASE NOTE: THIS PLAN HAS BEEN PREPARED TO AID IN THE SUBMISSION OF A DEVELOPMENT APPLICATION AND IS A PRELIMINARY PLAN. AS SUCH ALL DISTANCES AND AREAS SHOWN ARE SUBJECT TO SURVEY AND SUBSEQUENT REGISTRATION BY THE LAND TITLES OFFICE.

PLAN SHOWING PROPOSED SUBDIVISION
OF LOT 104 IN D.P.622709
ADIN STREET, SCOTTS HEAD.

CONSULTANT

KEITH H. WOOD
REGISTERED SURVEYOR
11 RUSHTON AVENUE,
MOONEE BEACH. 2450.
Ph.02 66517700 Fax.02 66509100

SCALE	1:1000	DATE	10/06/2013	DATUM	
DRAWN	KHW	SURVEYED		ACAD NO.	1813DA
CLIENT	NORTH COAST ACCOMMODATION TRUST				
JOB NO.	1813/3905	SHEET NO.		AMENDMENT NO.	

APPENDIX B

Advice to North Coast Holiday Parks from Nambucca Shire Council, 23 May 2013

Enquiries to: Mr Michael Coulter
Phone No : 6568 0200
Email : michael.coulter@nambucca.nsw.gov.au
Mobile : 0409 153 788
Our Ref : SF382

23 May 2013

Mr Jim Bolger
General Manager
North Coast Holiday Parks
PO Box 647
BALLINA NSW 2478
EMAIL: jim@nchp.com.au

Dear Mr Bolger

REVISED OPTION FOR THE SCOTTS HEAD CARAVAN PARK AND RESERVE

Reference is made to previous discussions and correspondence in relation to this matter.

It is confirmed that Council at its meeting on 10 April 2013 resolved as follows:

- 1 That Council support the redevelopment of the Scotts Head caravan park and adjoining reserve in accordance with the revised concept plan described as Option 3B and dated March 2013 with the exception that the footprint of the sites on the Adin Street oval area being the same as the adopted Master Plan plus Council's previous resolution regarding the retention of trees be upheld.*
- 2 That Council transfer the land shown edged yellow on Option 3B to the North Coast Accommodation Trust for nil consideration subject to the Trust agreeing to accept all costs associated with the subdivision and the transfer of ownership.*
- 3 That Council and the North Coast Accommodation Trust enter into Heads of Agreement in relation to the implementation of the revised concept plan Option 3B covering, but not limited to, the following matters:*
 - the undertakings by the Trust in relation to expenditure on stormwater, roads, off street parking, and maintenance*
 - the agreed rental payments*
 - a schedule showing the anticipated timing of the redevelopment*
 - the transfer of the land required for the access and caretakers residence and office by Council*
 - Council's responsibility to obtain approval for the lease of its community land for a 21 year period*
- 4 That Council's seal be attached as required to documents associated with the transfer of ownership of the small portion of community land for the Adin Street access from Council to the Crown; heads of agreement and the proposed lease.*

2

Mr Jim Bolger
17 May 2013

(Note: *Councillor Flack requested her vote be recorded against the resolution because the proposal to give away community land had not been advertised.*)

Pursuant to Section 47 of the Local Government Act I have now written to the Minister seeking his consent to the proposed 21 year lease. In the interim to receiving a response from the Minister I will prepare a Heads of Agreement as indicated in resolution 3 above.

The preliminary assessment from Council's Planning staff is that a development application will be required for the subdivision as the variation is greater than 10% of the land it is to be added to.

Similarly, Council's Planning staff believe a subdivision will also be required for lease purposes.

It is confirmed that works within the Reserve can be completed as development without consent under the infrastructure SEPP.

Yours faithfully



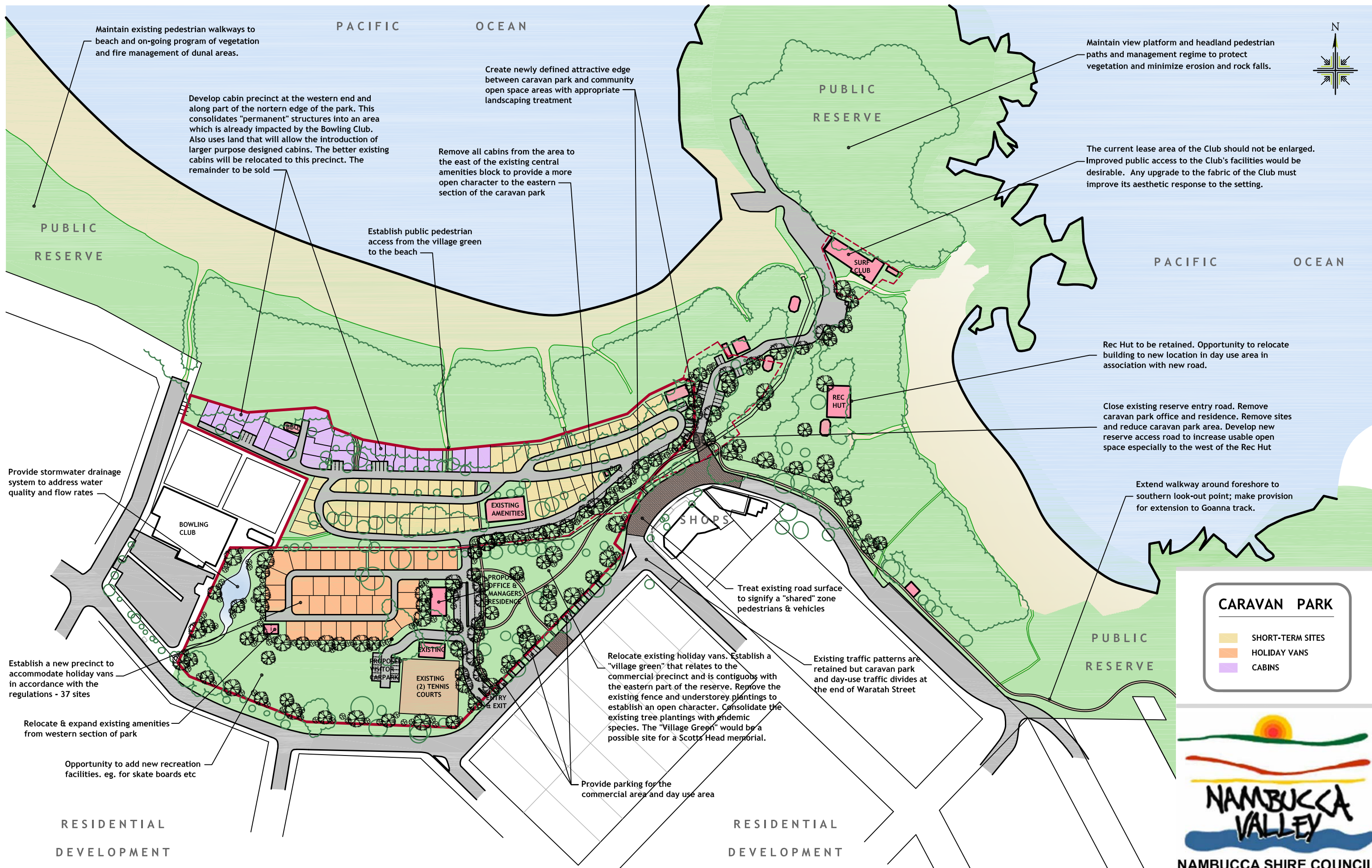
MICHAEL COULTER
GENERAL MANAGER

MAC:ms

APPENDIX C

Option A from Scotts Head Master Plan 2009

DRAFT MASTER PLAN - OPTION A



Maintain existing pedestrian walkways to beach and on-going program of vegetation and fire management of dunal areas.

Develop cabin precinct at the western end and along part of the northern edge of the park. This consolidates "permanent" structures into an area which is already impacted by the Bowling Club. Also uses land that will allow the introduction of larger purpose designed cabins. The better existing cabins will be relocated to this precinct. The remainder to be sold

Create newly defined attractive edge between caravan park and community open space areas with appropriate landscaping treatment

Remove all cabins from the area to the east of the existing central amenities block to provide a more open character to the eastern section of the caravan park

Establish public pedestrian access from the village green to the beach

Maintain view platform and headland pedestrian paths and management regime to protect vegetation and minimize erosion and rock falls.

The current lease area of the Club should not be enlarged. Improved public access to the Club's facilities would be desirable. Any upgrade to the fabric of the Club must improve its aesthetic response to the setting.

Rec Hut to be retained. Opportunity to relocate building to new location in day use area in association with new road.

Close existing reserve entry road. Remove caravan park office and residence. Remove sites and reduce caravan park area. Develop new reserve access road to increase usable open space especially to the west of the Rec Hut

Extend walkway around foreshore to southern look-out point; make provision for extension to Goanna track.

Provide stormwater drainage system to address water quality and flow rates

Establish a new precinct to accommodate holiday vans in accordance with the regulations - 37 sites

Relocate & expand existing amenities from western section of park

Opportunity to add new recreation facilities. eg. for skate boards etc

Treat existing road surface to signify a "shared" zone pedestrians & vehicles

Relocate existing holiday vans. Establish a "village green" that relates to the commercial precinct and is contiguous with the eastern part of the reserve. Remove the existing fence and understorey plantings to establish an open character. Consolidate the existing tree plantings with endemic species. The "Village Green" would be a possible site for a Scotts Head memorial.

Existing traffic patterns are retained but caravan park and day-use traffic divides at the end of Waratah Street

Provide parking for the commercial area and day use area

CARAVAN PARK

- SHORT-TERM SITES
- HOLIDAY VANS
- CABINS



RESIDENTIAL DEVELOPMENT

RESIDENTIAL DEVELOPMENT

APPENDIX D

Summary of Issues addressed in the Scotts Head Master Plan 2009

Executive Summary

The Scotts Head Masterplan was commissioned jointly by the NSW Department of Lands and Nambucca Shire Council under a Memorandum of Understanding (MOU). The purpose of the Masterplan is to guide the future development of the Scotts Head Caravan Park and the use of public lands. The study area comprises Crown land, *Community land* owned by Nambucca Shire Council (NSC) and other freehold lands.

A Masterplan by its nature addresses strategic and structural issues and not matters of detail. The essential objectives of the Scotts Head Master Plan are to:

- Ensure that the coastal foreshore system of Scotts Head is managed as an integrated resource;
- Ensure that the caravan park, which is the primary economic activity at Scotts Head, is commercially viable and continues to provide a range of forms of accommodation for visitors to Scotts Head;
- Provide a management and development framework which will allow the day use area to be reconfigured to meet the needs of users (residents and visitors) now and the foreseeable future;
- Encourage the redevelopment of the commercial lands for the betterment of residents and visitors;
- Ensure that the limited public funds are applied to achieve the maximum public benefit; and

The key Master Plan outcomes (over 5 years) described in this report are:

1. A reconfiguration of the Scotts Head Day Use Area by removing the existing office, residence and camp sites;
2. A redesign of the Scotts Head Holiday Park to address compliance issues, create a new entrance from Adin Street and provide a setting within the park for improved on-site accommodation; and
3. Integration of open space areas adjoining the caravan park and the Adin Street business area to make it more accessible to the community and to improve the amenity of Scotts Head for residents and visitors.

The draft Master Plan will be placed on public exhibition until the 27th February 2009. Public comment should be directed to:

The Regional Manager
NSW Department of Lands
PO Box 40
Taree NSW 2430.

APPENDIX E

Section 68 Approval to Operate a Caravan Park

CARAVAN PARK AND CAMPING GROUND APPROVAL

Issued Pursuant to Section 68 of the Local Government Act 1993

The Nambucca Shire Council hereby grants to:

NORTH COAST HOLIDAY PARKS
PO BOX 63, URUNGA NSW 2455

Telephone: 6655 3845

An Approval under Section 68 of the Local Government Act 1993, in respect of the Caravan Park/Camping Ground known as:

SCOTTS HEAD HOLIDAY PARK
SHORT STREET, SCOTTS HEAD

Telephone: 6569 8122

This Approval shall remain in force from 1/1/2010 to 31/12/2014 unless suspended, cancelled or surrendered. This Caravan Park Ground is situated On Lot 151, DP 722566 (Res R65963) Short Street, Part Lot 104, DP 622709, Adin Street, Scotts Head

Total number of sites as approved on plan titled Scotts Head Holiday Park 2010

198

Identified as long-term

-

Identified as short-term

151

Identified as camp sites

47

STANDARD CONDITIONS

FACILITIES PROVIDED

RESIDENCE	Long-term Residence	Short-term Residence	Joint
SITES	Long-term Sites	Short-term Sites	Camp Sites
Number of sites	-	151	47
Facilities			
Moveable dwellings with toilets & showers/ensuites			
Communal facilities			
Female toilets			13
Male toilets			12
Urinals			3
Disabled			2
Female showers			12
Male showers			11
Female handbasins			12
Male handbasins			14
Washing machines			6
Washing tubs			9
Clothes dryers			5
Line space			500 m
Irons			3
Ironing boards			2

- 1 This approval shall be prominently displayed on a part of the approved premises where it may be seen by all residents. Display shall be accompanied by a copy of the community map.
- 2 The operation of the Caravan Park/Camping Ground and any work associated with its operation must comply with an applicable standard established by the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005.
- 3 It is a condition of this approval that the land is not used for any commercial purpose other than a Caravan Park or Camping Ground or an associated purpose.
- 4 It is a condition of this approval that the land not be used for the manufacture, construction or reconstruction of moveable dwellings (this condition does not prevent the on-site repair of moveable dwellings).
- 5 It is a condition of this approval that annual inspections of the premises may be conducted by Council, to ensure continued compliance with the Act and the relevant regulations.

SPECIAL CONDITIONS

ISSUED THIS 14th DAY OF OCTOBER 2010

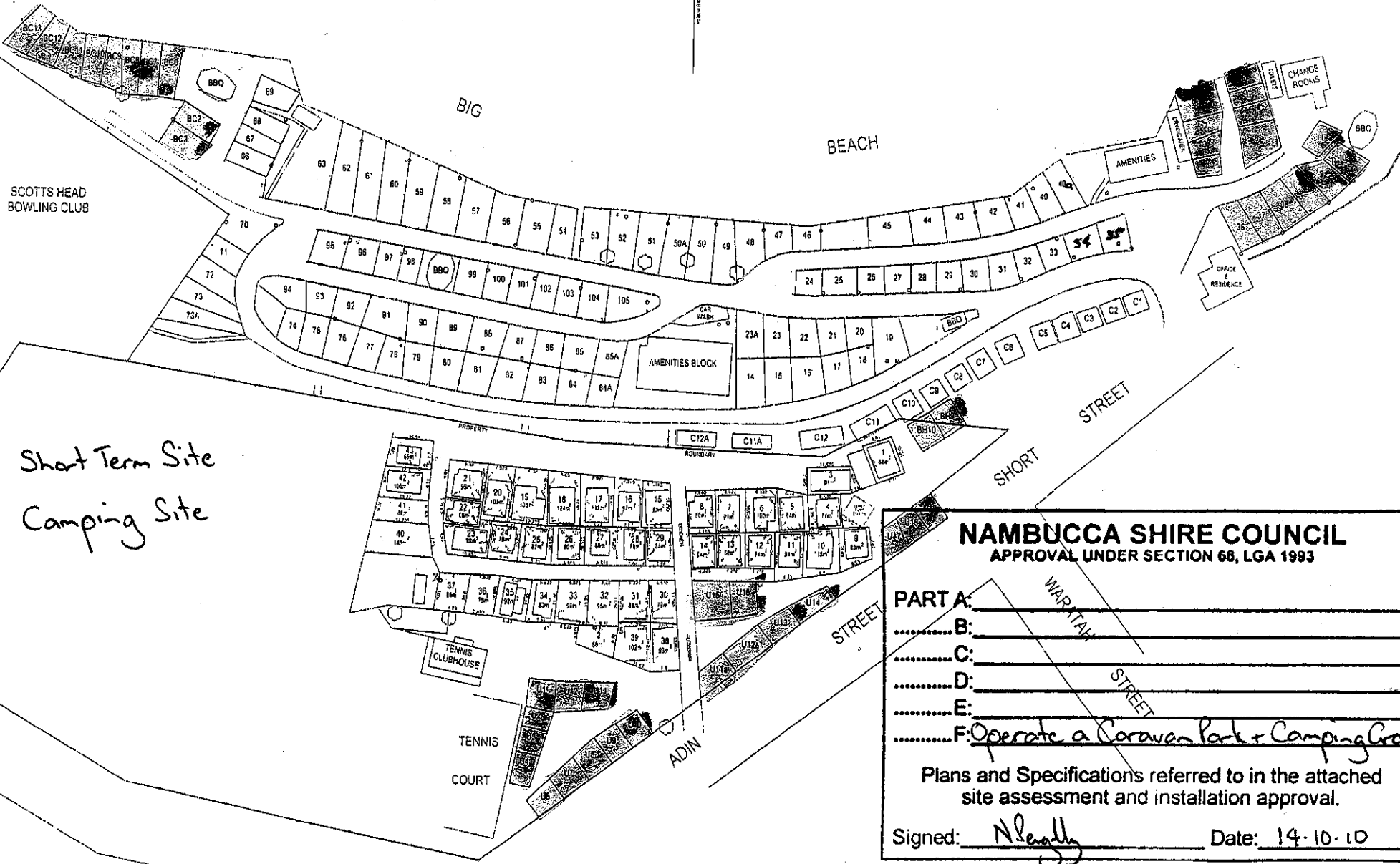


Neil Pengilly
 Neil Pengilly
 SENIOR HEALTH & BUILDING SURVEYOR

- a) It is the Park Proprietors responsibility to ensure that all Rigid Annexes are installed, provided with Certificates and Council notified in accordance with Part 4 & 5 of the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds & Moveable Dwellings) Regulation 2005.
- b) An Annual Fire Safety Statement is to be submitted to Council at a maximum interval of twelve (12) months. The Statement is to address all Essential Fire Safety Measures (fire hydrants, fire hose reels, portable fire extinguishers, etc) installed within the caravan park.

Receipt No: 9519 Date: 22/01/10 Fee Paid: \$916.00

SCOTTS HEAD HOLIDAY PARK 2010



- Short Term Site
- Camping Site

NAMBUCCA SHIRE COUNCIL
 APPROVAL UNDER SECTION 68, LGA 1993

PART A: _____
 B: _____
 C: _____
 D: _____
 E: _____
 F: Operate a Caravan Park + Camping Ground

Plans and Specifications referred to in the attached site assessment and installation approval.

Signed: N Leahy Date: 14.10.10

Drawings

SH – 01 Scotts Head Holiday Park and Day Use Areas – Existing Site Plan and Site Analysis

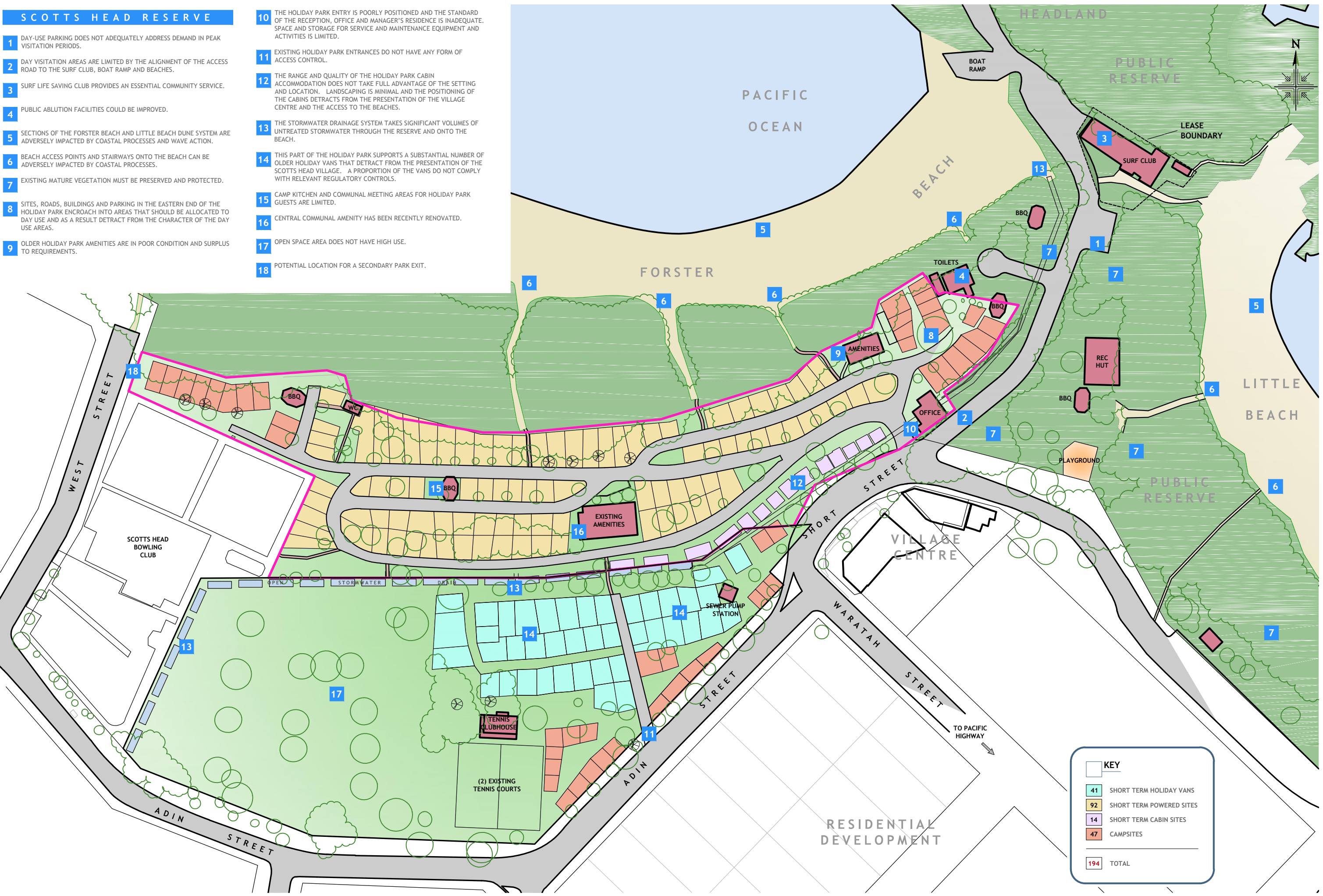
SH – 02 Scotts Head Holiday Park and Day Use Areas – Proposed Improvement Plan

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 e : lsd@i-site.com.au
 t : (02) 8338 1733
 f : (02) 8338 1722
 P.O.Box 6396, Alexandria, NSW 2015
 701 / 247 Coward Street, Mascot, NSW 2020

SCOTTS HEAD RESERVE

- 1 DAY-USE PARKING DOES NOT ADEQUATELY ADDRESS DEMAND IN PEAK VISITATION PERIODS.
- 2 DAY VISITATION AREAS ARE LIMITED BY THE ALIGNMENT OF THE ACCESS ROAD TO THE SURF CLUB, BOAT RAMP AND BEACHES.
- 3 SURF LIFE SAVING CLUB PROVIDES AN ESSENTIAL COMMUNITY SERVICE.
- 4 PUBLIC ABLUTION FACILITIES COULD BE IMPROVED.
- 5 SECTIONS OF THE FORSTER BEACH AND LITTLE BEACH DUNE SYSTEM ARE ADVERSELY IMPACTED BY COASTAL PROCESSES AND WAVE ACTION.
- 6 BEACH ACCESS POINTS AND STAIRWAYS ONTO THE BEACH CAN BE ADVERSELY IMPACTED BY COASTAL PROCESSES.
- 7 EXISTING MATURE VEGETATION MUST BE PRESERVED AND PROTECTED.
- 8 SITES, ROADS, BUILDINGS AND PARKING IN THE EASTERN END OF THE HOLIDAY PARK ENCROACH INTO AREAS THAT SHOULD BE ALLOCATED TO DAY USE AND AS A RESULT DETRACT FROM THE CHARACTER OF THE DAY USE AREAS.
- 9 OLDER HOLIDAY PARK AMENITIES ARE IN POOR CONDITION AND SURPLUS TO REQUIREMENTS.

- 10 THE HOLIDAY PARK ENTRY IS POORLY POSITIONED AND THE STANDARD OF THE RECEPTION, OFFICE AND MANAGER'S RESIDENCE IS INADEQUATE. SPACE AND STORAGE FOR SERVICE AND MAINTENANCE EQUIPMENT AND ACTIVITIES IS LIMITED.
- 11 EXISTING HOLIDAY PARK ENTRANCES DO NOT HAVE ANY FORM OF ACCESS CONTROL.
- 12 THE RANGE AND QUALITY OF THE HOLIDAY PARK CABIN ACCOMMODATION DOES NOT TAKE FULL ADVANTAGE OF THE SETTING AND LOCATION. LANDSCAPING IS MINIMAL AND THE POSITIONING OF THE CABINS DETRACTS FROM THE PRESENTATION OF THE VILLAGE CENTRE AND THE ACCESS TO THE BEACHES.
- 13 THE STORMWATER DRAINAGE SYSTEM TAKES SIGNIFICANT VOLUMES OF UNTREATED STORMWATER THROUGH THE RESERVE AND ONTO THE BEACH.
- 14 THIS PART OF THE HOLIDAY PARK SUPPORTS A SUBSTANTIAL NUMBER OF OLDER HOLIDAY VANS THAT DETRACT FROM THE PRESENTATION OF THE SCOTTS HEAD VILLAGE. A PROPORTION OF THE VANS DO NOT COMPLY WITH RELEVANT REGULATORY CONTROLS.
- 15 CAMP KITCHEN AND COMMUNAL MEETING AREAS FOR HOLIDAY PARK GUESTS ARE LIMITED.
- 16 CENTRAL COMMUNAL AMENITY HAS BEEN RECENTLY RENOVATED.
- 17 OPEN SPACE AREA DOES NOT HAVE HIGH USE.
- 18 POTENTIAL LOCATION FOR A SECONDARY PARK EXIT.



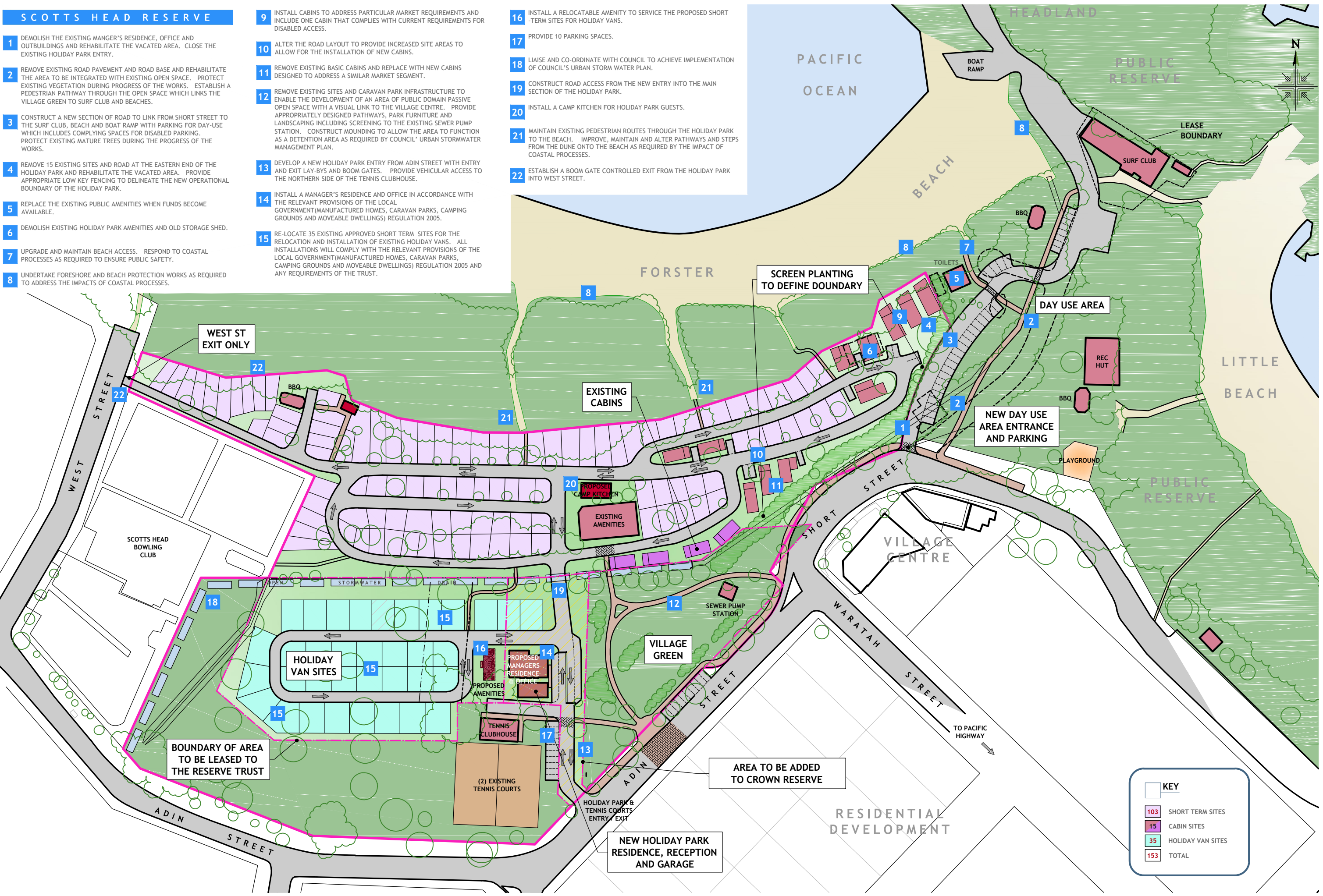
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 e : isd@i-site.com.au
 t : (02) 8338 1733
 f : (02) 8338 1722
 P.O.Box 6396, Alexandria, NSW 2015
 701 / 247 Coward Street, Mascot, NSW 2020

SCOTTS HEAD RESERVE

- 1 DEMOLISH THE EXISTING MANGER'S RESIDENCE, OFFICE AND OUTBUILDINGS AND REHABILITATE THE VACATED AREA. CLOSE THE EXISTING HOLIDAY PARK ENTRY.
- 2 REMOVE EXISTING ROAD PAVEMENT AND ROAD BASE AND REHABILITATE THE AREA TO BE INTEGRATED WITH EXISTING OPEN SPACE. PROTECT EXISTING VEGETATION DURING PROGRESS OF THE WORKS. ESTABLISH A PEDESTRIAN PATHWAY THROUGH THE OPEN SPACE WHICH LINKS THE VILLAGE GREEN TO SURF CLUB AND BEACHES.
- 3 CONSTRUCT A NEW SECTION OF ROAD TO LINK FROM SHORT STREET TO THE SURF CLUB, BEACH AND BOAT RAMP WITH PARKING FOR DAY-USE WHICH INCLUDES COMPLYING SPACES FOR DISABLED PARKING. PROTECT EXISTING MATURE TREES DURING THE PROGRESS OF THE WORKS.
- 4 REMOVE 15 EXISTING SITES AND ROAD AT THE EASTERN END OF THE HOLIDAY PARK AND REHABILITATE THE VACATED AREA. PROVIDE APPROPRIATE LOW KEY FENCING TO DELINEATE THE NEW OPERATIONAL BOUNDARY OF THE HOLIDAY PARK.
- 5 REPLACE THE EXISTING PUBLIC AMENITIES WHEN FUNDS BECOME AVAILABLE.
- 6 DEMOLISH EXISTING HOLIDAY PARK AMENITIES AND OLD STORAGE SHED.
- 7 UPGRADE AND MAINTAIN BEACH ACCESS. RESPOND TO COASTAL PROCESSES AS REQUIRED TO ENSURE PUBLIC SAFETY.
- 8 UNDERTAKE FORESHORE AND BEACH PROTECTION WORKS AS REQUIRED TO ADDRESS THE IMPACTS OF COASTAL PROCESSES.

- 9 INSTALL CABINS TO ADDRESS PARTICULAR MARKET REQUIREMENTS AND INCLUDE ONE CABIN THAT COMPLIES WITH CURRENT REQUIREMENTS FOR DISABLED ACCESS.
- 10 ALTER THE ROAD LAYOUT TO PROVIDE INCREASED SITE AREAS TO ALLOW FOR THE INSTALLATION OF NEW CABINS.
- 11 REMOVE EXISTING BASIC CABINS AND REPLACE WITH NEW CABINS DESIGNED TO ADDRESS A SIMILAR MARKET SEGMENT.
- 12 REMOVE EXISTING SITES AND CARAVAN PARK INFRASTRUCTURE TO ENABLE THE DEVELOPMENT OF AN AREA OF PUBLIC DOMAIN PASSIVE OPEN SPACE WITH A VISUAL LINK TO THE VILLAGE CENTRE. PROVIDE APPROPRIATELY DESIGNED PATHWAYS, PARK FURNITURE AND LANDSCAPING INCLUDING SCREENING TO THE EXISTING SEWER PUMP STATION. CONSTRUCT MOUNDING TO ALLOW THE AREA TO FUNCTION AS A DETENTION AREA AS REQUIRED BY COUNCIL' URBAN STORMWATER MANAGEMENT PLAN.
- 13 DEVELOP A NEW HOLIDAY PARK ENTRY FROM ADIN STREET WITH ENTRY AND EXIT LAY-BYS AND BOOM GATES. PROVIDE VEHICULAR ACCESS TO THE NORTHERN SIDE OF THE TENNIS CLUBHOUSE.
- 14 INSTALL A MANAGER'S RESIDENCE AND OFFICE IN ACCORDANCE WITH THE RELEVANT PROVISIONS OF THE LOCAL GOVERNMENT(MANUFACTURED HOMES, CARAVAN PARKS, CAMPING GROUNDS AND MOVEABLE DWELLINGS) REGULATION 2005.
- 15 RE-LOCATE 35 EXISTING APPROVED SHORT TERM SITES FOR THE RELOCATION AND INSTALLATION OF EXISTING HOLIDAY VANS. ALL INSTALLATIONS WILL COMPLY WITH THE RELEVANT PROVISIONS OF THE LOCAL GOVERNMENT(MANUFACTURED HOMES, CARAVAN PARKS, CAMPING GROUNDS AND MOVEABLE DWELLINGS) REGULATION 2005 AND ANY REQUIREMENTS OF THE TRUST.

- 16 INSTALL A RELOCATABLE AMENITY TO SERVICE THE PROPOSED SHORT TERM SITES FOR HOLIDAY VANS.
- 17 PROVIDE 10 PARKING SPACES.
- 18 LIAISE AND CO-ORDINATE WITH COUNCIL TO ACHIEVE IMPLEMENTATION OF COUNCIL'S URBAN STORM WATER PLAN.
- 19 CONSTRUCT ROAD ACCESS FROM THE NEW ENTRY INTO THE MAIN SECTION OF THE HOLIDAY PARK.
- 20 INSTALL A CAMP KITCHEN FOR HOLIDAY PARK GUESTS.
- 21 MAINTAIN EXISTING PEDESTRIAN ROUTES THROUGH THE HOLIDAY PARK TO THE BEACH. IMPROVE, MAINTAIN AND ALTER PATHWAYS AND STEPS FROM THE DUNE ONTO THE BEACH AS REQUIRED BY THE IMPACT OF COASTAL PROCESSES.
- 22 ESTABLISH A BOOM GATE CONTROLLED EXIT FROM THE HOLIDAY PARK INTO WEST STREET.



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