



**Department of  
Primary Industries**  
Catchments & Lands

## **DRAFT PLAN OF MANAGEMENT**

For

## **MOREE RACECOURSE RESERVE**

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Department of Primary Industries**

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# 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 development of the Crown land Reserve known as Moree Racecourse.

The reserve is located on the northern outskirts of Moree on the Boggabilla Road (Newell Highway) and is currently managed by the Moree Racecourse Trust. The reserve is used as a venue for horse and greyhound racing; horse stalls are sublet for professional horse trainers; and occasional social and community events are held utilising existing infrastructure.

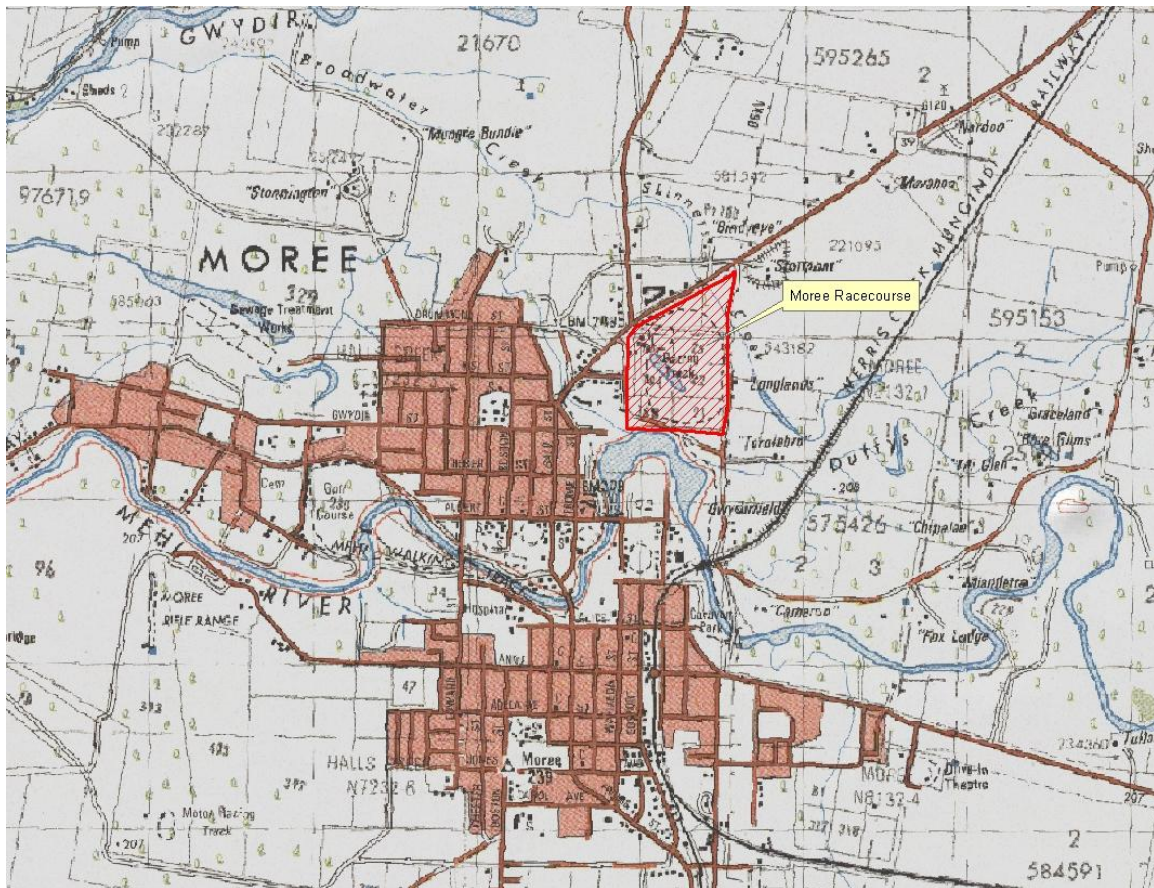


Figure 1: Location Map

During 2009 a number of user groups from the Moree Racecourse and the Moree Showground held discussions to explore the possibility of development of the Racecourse as a multipurpose and multi-user facility. The groups involved were:-

- Racecourse Trust
- Moree Race Club
- Moree Picnic Race Club

Moree Greyhound Club  
Moree Campdraft Club  
Moree Pony Club  
Moree Scout & Guides Groups  
Moree Show Society  
Moree Kennel Club

The group of users have now formed themselves into an Incorporated Association called The Moree Recreational and Exhibition Centre Inc.(M.R.E.C.)

The groups with the assistance of Moree Plains Shire Council funded the employment of consultants to carry out an appropriate study.

At the same time the former Land & Property Management Authority in conjunction with Moree Plains Shire Council was considering the future use of the Moree Showground and surrounding crown reserves and the possible move of the showground activities to the racecourse.

Subsequently two strategic studies have been carried out in connection with the provision of Crown community reserves in the Moree Township and the rationalisation of uses to provide more economical and better overall outcomes for the Moree community. The strategic documents are:-

Moree Township Strategic Land Study (final January 2010) carried out by Integrated Site Design Pty Ltd; and

Strategic Development Plan for Moree Racecourse (final December 2010) carried out by Wakefield Planning.

Whilst the first document was more wide ranging and mainly addressed redevelopment of the Moree Showground essentially both documents supported the move of user groups from the Showground to the Racecourse and redevelopment to provide multipurpose and multi use of the Racecourse.

It is considered the proper process to now proceed with any redevelopment of the Racecourse reserve is the preparation of a Plan of Management in accordance with Division 6, Section 112 of the Crown Lands Act, 1989.

#### ***“112 Preparation of Draft Plan of Management***

- (1) The Minister may cause a draft plan of management to be prepared for a reserve, including a draft plan that would, if adopted, authorise the reserve to be used for an additional purpose.*
- (2) A reserve trust may with the Minister’s consent, and if the Minister so directs shall, prepare a draft plan of management for the reserve.*
- (3) If the Minister directs a reserve trust to prepare a draft plan of management, the reserve trust shall:
  - (a) prepare it within the time directed by the Minister, and*
  - (b) forward a copy of it to the Minister.**
- (4) A draft plan of management prepared by a reserve trust shall include provision for such matters as the Minister requires.*

- (5) *Without limiting subsection (4), the Minister may, in directing a reserve trust to prepare a draft plan of management, direct the reserve trust to consider including an additional purpose as part of the draft plan.*
- (6) *If, in relation to a draft plan of management prepared by a reserve trust, the reserve trust proposes that the reserve is to be used for an additional purpose, the reserve trust is to advise the Minister of the proposal.*
- (7) *Without limiting subsection (4), the Minister may, in the case of a draft plan of management that would, if adopted, authorise the reserve to be used for an additional purpose, require the draft plan to specify or deal with the following matters:*
  - (a) *the condition of the reserve (including the condition of any buildings or other improvements on the reserve)*
  - (b) *The existing use of the reserve (including the existing use of any buildings or other improvements on the reserve),*
  - (c) *The nature and scale of the proposed additional purpose*
  - (d) *The nature, scale and term of any lease, licence or other arrangement that is intended to be granted or entered into in relation to the additional purpose,*
  - (e) *Any submissions made in relation to the draft plan as the result of the consultation process and public exhibition requirements under section 113.*
- (8) *In the case of a reserve that is being used or occupied by or is being administered by, a government agency, the Minister may not cause, or direct, to be prepared a draft plan of management that would, if adopted, authorise the reserve to be used for an additional purpose unless the Minister has consulted with the Minister to whom that agency is responsible.*
- (9) *Failure to comply with subsection (8) does not affect the validity of the draft plan if adopted by the Minister under section 114.*
- (10) *The Minister may, at any stage in the preparation of a draft plan of management referred to in subsection (5) or (6), direct the reserve trust to cease the preparation of the draft plan”.*

Considering the redevelopment proposed and the multiple uses envisaged it is considered that the Minister will be required to authorise the Racecourse reserve to be used for additional purposes (Public Recreation) in terms of Division 8 Section 121A of the Crown Lands Act, 1989.

**“121A Minister may authorise reserve to be used for additional purpose**

- (1) *In this section, **declared purpose** has the same meaning as in section 112A*
- (2) *The Minister may, by order published in the Gazette, authorise a reserve specified in the order to be used for a purpose that is additional to the declared purpose of the reserve.*
- (3) *The Minister may not authorise a reserve to be used for any such additional purpose unless the Minister is satisfied that:*
  - (a) *the additional purpose is compatible with the declared purpose of the reserve, and*
  - (b) *the use of the reserve for the additional purpose is consistent with the principles of Crown land management, and*
  - (c) *it is in the public interest for the reserve to be used for the additional purpose.*

- (4) *The Minister is to consult the following persons or bodies before making an order under this section in relation to a reserve:*
- (a) *the person or body managing the affairs of the reserve trust (if any) appointed as trustee for the reserve,*
  - (b) *if the reserve is being used or occupied by, or is administered by, a government agency – the Minister to whom that agency is responsible.*
- (5) *Failure to comply with subsection (4) does not affect the validity of the order.*
- (6) *An order under this section may relate to any number of reserves or to a specified group of reserves.”*

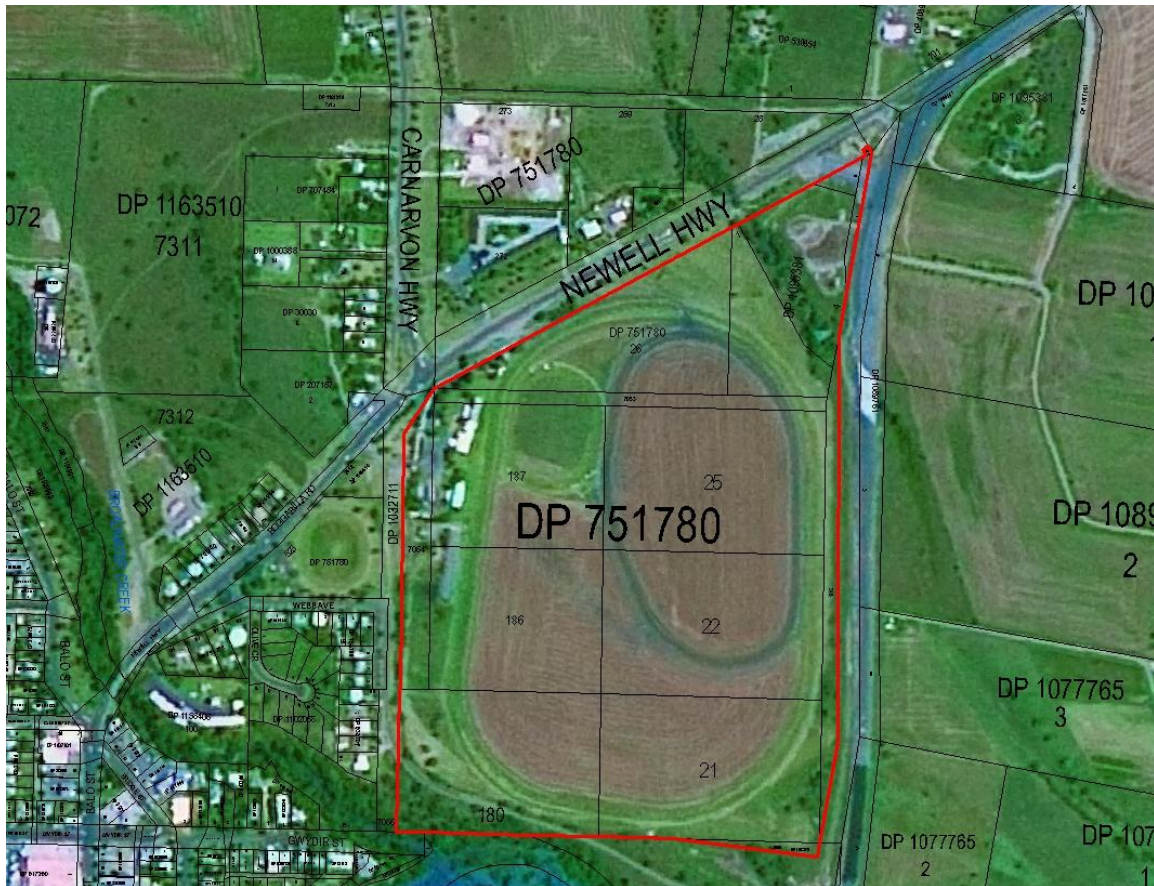
The important issues requiring consideration in relation to the multiple uses of the Racecourse reserve are seen to be:-

- Support by all user groups, particularly the Racing and Greyhound Clubs;
- Consultation on the proposal with Racing NSW which has some statutory responsibilities for the use and operation of horse racing under the provisions of the Thoroughbred Racing Act 1996;
- Community support for multiple use;
- Consideration of the appropriate purposes of the reserve for multiple use;
- The appropriate model for management of the reserve;
- The relationship between the various user groups, particularly maintaining the priority of use for horse racing in conjunction with any commercial arrangements with Racing NSW
- Funding and construction to facilitate multiple uses.

## **1.2 Land Status**

Moree Racecourse Reserve currently comprises Reserve 44231 for Racecourse Notified in the Government Gazette of 11<sup>th</sup> August, 1909 and addition to the Reserve notified in the Government Gazette of 2<sup>nd</sup> June, 1972. See Figure 1





**Figure 2: Map Showing Moree Racecourse**

### **1.3 Basis for Management**

The management of Moree Racecourse Reserve is 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 relevant and applicable Acts, Regulations and Policies including the following:-

- Plan of Management applying to the land;
- 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;
- Crown Lands Act 1989;
- Local Government Act 1983;
- Other relevant and applicable laws and regulations

The preparation of this Plan of Management has included on site inspections, consultation with Trust Manager and groups comprised in M.R.E.C., Moree Plains Shire Council, discussions with staff of Council, Racing NSW and Crown Land Division, Department of Primary Industries and review of Strategic documents mentioned in 1.1 above and relevant reports, policies and departmental files and documents.

## **1.4 Purpose of Plan**

The purpose of this Plan of Management is to:-

- Guide the future use, development and management of Moree Racecourse to meet the needs and expectations of the community in providing a multipurpose and multi use facility;
- Provide a plan which integrates Council's overall strategic direction for community recreational land management and compliments the planning framework for Moree;
- Develop the plan in accordance with the needs and expectations of the various user groups comprising the M.R.E.C;
- Consider the use of part of the reserve to create an income opportunity for funding development and maintenance of the Racecourse reserve;
- Provide appropriate and affordable management actions to improve the reserve area in accordance with community and user groups needs;
- Meet the requirements of the Crown Lands Act, 1989; and
- Manage appropriate risks involved with the reserve.

## **2 STATUTORY AND POLICY FRAMEWORK**

### **2.1 Introduction**

This plan has been prepared in accordance with the Crown lands Act, 1989 to provide a framework for the future management, use and development of Moree Racecourse. Other legislation including environmental planning policies, guidelines and strategies require consideration especially when new development is contemplated.

### **2.2 Crown Lands Act 1989**

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

The Objects and Principles of Crown land management are described in Sections 10 and 11 of the Act and form the starting point for the preparation of Plans of management for Crown lands. 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 interest of the State consistent with the above principles.



The CL Act 1989 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 has always been that the proceeds of commercial activities on reserved Crown land are to be utilised for the management of reserved Crown land. Thus the revenue generated from a commercial undertaking on any reserve is a potential source of funds for the on-going management of physical improvements as well as natural components of reserved land.

In July 2005 the Crown Land Legislation Amendment Act 2005 was passed and introduced a comprehensive body of amendments to the Crown Lands Act 1989. These reforms provide new opportunities in terms of the available management models for Crown reserves as well as increased flexibility in the allocation of moneys to appropriate Crown land management initiatives. Some of the amendments are related to:

**Delegation of Management Functions:** Reserve trust managers are now able to delegate their functions with Ministerial approval (Section 97A of the Crown Lands Act 1989) to a management committee, organisation, group or individual. A trust may now generally delegate by resolution and with the Minister's consent any of the functions of the trust other than functions associated with:

- the making of a charge
- the fixing of a fee
- the borrowing of money
- the voting of money for expenditure on its works, services or operations
- the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment)
- granting of leases, licences, easements and related matters
- the acceptance of tenders
- the adoption of a plan of management
- the adoption of a financial statement included in an annual financial report
- a decision to contribute money or otherwise grant financial assistance to persons

The Minister may appoint different reserve trust managers to address different reserve management issues on the one reserve. The changes also address the accountability of people managing reserves on behalf of the community with the Minister empowered to standardise reporting dates and establish specific criteria to measure the performance of Trust managers.

**Period of Appointment of Corporate Trust Managers:** Previously members of reserve trust boards drawn from the community were appointed for a period of up to five years, but corporate trust managers were appointed indefinitely. In many cases, the indefinite appointment of corporate trust managers, such as local councils, is appropriate, because it enables long-term planning. While the Minister was always able to terminate these appointments at any time corporate trust managers can now be appointed for a fixed term.

**Leases and Licenses:** The amendments reduce procedural requirements by allowing the Minister to authorise local councils acting as reserve trust managers to grant leases,

licenses and related easements over Crown reserves they manage in certain circumstances, without the need to obtain Ministerial consent. The Minister can revoke this authorisation at any time and retains the power to review any council decision if necessary. Councils acting as reserve trust managers will be required to indemnify the Crown against any liability or compensation claim arising from actions undertaken without the Minister's approval.

Power of the Minister to Lease Reserved Crown Land: Under the former Act the Minister could only grant leases and licenses over a Crown reserve where there was no appointed reserve trust manager. If there was a reserve trust in place the Minister was only empowered to grant licenses. The Minister may now grant a lease or license directly, however, in doing so he must consult with any appointed reserve trust manager or other relevant Minister as well as being satisfied that it is in the public interest and addresses the principles of Crown land management.

### **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 a Council must consider when assessing a Development Application. 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 Act has a range of other provisions that may take effect depending on the nature of a development proposal and the issues encountered.

### **2.4 Local Government Act 1993**

The requirements of the Local Government Act 1993 in respect of Councils general responsibilities of the management of public lands and reserves will apply to Moree Racecourse Reserve

### **2.5 Moree Plains Shire Local Environmental Plan 2010**

Council has recently exhibited a new Draft Local Environment Plan 2010 which, when approved, will replace the current Moree Plains Local Environmental Plan 1995.

The land use zone for Moree Racecourse is RE1 – Public Recreation.

## **Objectives of Zone**

The objectives are:

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

## **Permitted without Consent**

Business identification signs; Environmental facilities; Environmental protection works; Extensive agriculture

## **Permitted with Consent**

Animal boarding or training establishments; Boat sheds; Caravan Parks; Charter and tourism boating facilities; Community facilities; Entertainment facilities; Farm buildings; Flood mitigation works; Information and education facilities; Kiosks; Marinas; Markets; Moorings; Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreation facilities (outdoor); Restriction facilities; roads; Sewage reticulation systems; Water recreation structures; water supply systems.

## **Prohibited**

Any development not specified in item 2 or 3; Dairy (pasture based)

## **2.6 Management Implications from Other Relevant Legislation**

The management and use of Moree Racecourse needs to be cognisant of the requirements of the following legislation:-

- The Thoroughbred Racing Act 1996 in relation to use for horse racing activities
- National Parks & Wildlife Act in respect of flora and fauna and Aboriginal sites
- Native Vegetation Conservation Act, 1999 in respect of Vegetation on riverine corridor
- Soil Conservation Act in respect of the riverine corridor

## **2.7 Summary**

The management, operation and development of Moree Racecourse Reserve must reflect the requirements of a range of statutory controls as well as Crown Land and Council policies. It is a fundamental requirement of this Plan of Management that the Reserve Trust Manager will comply with the requirements of applicable legislation, regulations, approvals and policies.

### 3 MOREE RACECOURSE EXISTING SITUATION & VALUES

#### 3.1 Existing Development – See Figure 3

Currently the Racecourse reserve is developed to facilitate the holding of public racehorse and greyhound meetings and the provision of stables and facilities to enable and support the training of horses.

The main improvements include:-

- Grandstand with tiered seating with rooms underneath catering for administration, jockey's rooms, restaurant, bar and tote betting facilities;
- Permanent stables providing training facilities and race day stalls;
- Horse walking/exercise machine;
- Horse exercise pool;
- Horse training and racing tracks;
- Greyhound kennels and race track;

The existing main buildings (Grandstand, Greyhound kennels and day stalls) are described as being in reasonable condition. However the grandstand does have some 'concrete cancer' issues and will require attention. The balance of the buildings, particularly the amenities block west of the grandstand, are very much dated and require attention.



**Figure 3: Map Showing Moree Racecourse**

### **3.2 Recreation Values**

It is clear that the primary use of the reserve is for horse racing and greyhound racing and to enable these activities the environment has been substantially cleared and altered for security and safety reasons. Consequently current recreation values are currently limited to activities associated with horse and greyhound racing although with proper management and control activities could be expanded to include various other formal recreational uses.

Because of the current use passive recreation opportunities are considered to be very limited.

The size of the Racecourse with its relatively vacant large interior spaces is considered to be suitable for multiple use and various recreational activities.

The Strategic Development Plan for Moree Racecourse (December 2010) has considered the use of the site by other user groups and the redevelopment necessary to facilitate such uses. Apart from the Moree Race Club, Moree Picnic Race Club and Moree Greyhound Club the additional user groups include Moree Pony Club, Moree

Show Society, Moree Campdraft Club, Moree Kennel Club and Moree Scout and Guides Groups.

The Study concludes that the long term redevelopment of the Moree Racecourse is viable and has recommended design options to facilitate multiple uses.

### **3.3 Social Values**

The principal uses of the reserve for race horse meetings and greyhound racing essentially comprise its main current social values. They encourage the community to meet, gather and interact and contribute to the identity and social fabric of Moree.

There is also some limited use of the facilities under the grandstand area for other social functions and parties.

The redevelopment as proposed will see increase usage by other groups and so will greatly add to the social values of the reserve

### **3.4 Cultural Heritage Values**

The reserve has significant cultural and heritage value by virtue of its use in hosting over a century of horse racing events in Moree.

There is a long history associated with horse racing and in recent years with greyhound racing on the reserve and no doubt many persons associated with both forms of racing would have a strong attachment and association with the reserve.

There are strong cultural heritage values in the history connected with the holding of major annual principal races such as the Moree Cup and the Moree Picnic Cup. The same could be said for major greyhound events held on the reserve.

The use of the reserve for training facilities for racehorses also establishes a strong cultural heritage value.

The proposal to allow further use of the reserve by other user groups will not detract from the cultural heritage of the reserve as horse racing and greyhound racing will always be a principal use of the reserve. Over time the other uses, Show, Pony Club, Camp drafting and Dog shows will all create their own cultural heritage values.

### **3.5 Natural and Conservation Values**

Because of the long standing use of the reserve as a venue for racing facilities it has been extensively cleared and altered and there is very little remaining vegetation on the site.

The only vegetation of any value on the reserve is in the northern area along a creek or drainage depression but it is so small and too isolated to be of any real value.

Because of the use of the reserve by racehorses there is very limited fauna on the area, in fact any ground dwelling fauna would be required to be controlled and removed as it may represent a risk or danger to galloping horses.



In the circumstances any further use of the reserve by other user groups would be considered to have an overall nil effect in relation to conservation and nature values.

### **3.6 Scenic Values**

The scenic value of the reserve is not of a high value as it comprises a purpose built environment for horse and greyhound racing.

It does however adjoin the Newell Highway on the northern entrance to the town and is considered to have some scenic value as the reserve is well maintained and attractive as part of the entrance to Moree. This can also be said in relation to the vista and scenic value for residents in Webb Avenue, particularly those facing east. Development as proposed in the Strategic Development Plan may have some impact on the outlook for those residents.

The development as proposed by the Strategic Development Plan for Moree Racecourse includes the construction of a small lake and water spray feature. This would certainly add to the scenic value and attractiveness of the reserve.

### **3.7 Economic Values**

The Racecourse reserve has considerable economic value to the Moree community.

It provides the opportunity for permanent employment to horse and greyhound trainers as well as maintenance staff. It also provides income to bookmakers, Tote operators and catering staff when meetings or other events are held at the reserve.

The operation of "TAB" meetings also contributes to the revenue of the NSW Government through the payments and taxes received from gambling.

There is also the flow on income generated by visitors or tourist drawn to Moree to attend horse or greyhound meetings and other events held on the grounds.

The long term redevelopment options as envisaged under the Strategic Development Plan will also add to the economic value of the reserve through revenue and tourism received from the events held. The use of the reserve by several groups and the sharing of infrastructure has the real potential to create efficiencies and increase the economic potential for the reserve.

## **4 STRATEGIC DEVELOPMENT PLAN**

### **4.1 Introduction**

In 2009 a number of user groups of the Moree Racecourse and the Moree Showground considered that the Moree township and surrounding areas required a multipurpose and multi – user facility. The Racecourse because of its location and size was proposed as such a facility.

Wakefield Planning was employed to carry out a Strategic Development Plan for Moree Racecourse. That document now forms the basis for considering the future development and management of the Racecourse reserve.

## **4.2 Community Consultation**

The Strategic Development Plan for Moree Racecourse by Wakefield Planning indicates that substantial community consultation has been undertaken in relation to redevelopment of the Racecourse reserve:-

*“In 2009 a number of user groups from the Moree Race Course and the Moree Showgrounds recognised that the Moree township and surrounding areas required a multi-purpose, multi-user facility.*

*These community user groups formed a Steering Committee to further explore this concept engaged Wakefield Planning to create a Strategic Development Plan for the Moree Racecourse.*

*As part of the project activity, numerous consultations were undertaken with the Steering Committee, individual user groups and Moree Plains Shire Council, and a similar facility was visited at Roma in Queensland. These various consultations provided an understanding of the community’s requirements as the foundation upon which to develop this Strategic Development Plan.*

*This Strategic Development Plan describes important information on:*

- 1. How the facility will be developed (Design response);*
- 2. Cost estimates for the development;*
- 3. Stages of development;*
- 4. How the facility will be governed, operated and managed;*
- 5. Operational budgets for the facility; and*
- 6. Next steps forward following the completion of this plan*

*Given the high levels of local support and enthusiasm available, and the cash flows of the majority of the key stakeholders, Moree is well placed to undertake this project.”*

This proposed Plan of Management will also be required to be advertised and go through a community consultation process for comment and amendment prior to approval and adoption by the Minister. This process will add to and strengthen the consultation previously undertaken.

## **4.3 Stakeholder Support**

The Plan of Management requires the understanding and support of all stakeholder groups, particularly the Racing Club and the Greyhound Racing Club as the current users of the reserve.

The Strategic Development Plan for the Moree Racecourse in the Executive Summary indicated:-

*“As part of the project activity, numerous consultations were undertaken with the Steering Committee, individual user groups and Moree Plains Shire Council, and a similar facility was visited at Roma in Queensland. These various consultations provided an understanding of the community’s requirements as the foundation upon which to develop this Strategic Plan”*

Also the Moree District Office of Crown Lands Division has held discussions with the current trust Board of the reserve and representatives of MREC.

It would seem that there is stakeholder support to redevelop the reserve, but there is a need for further understanding of the final model for management of the reserve.

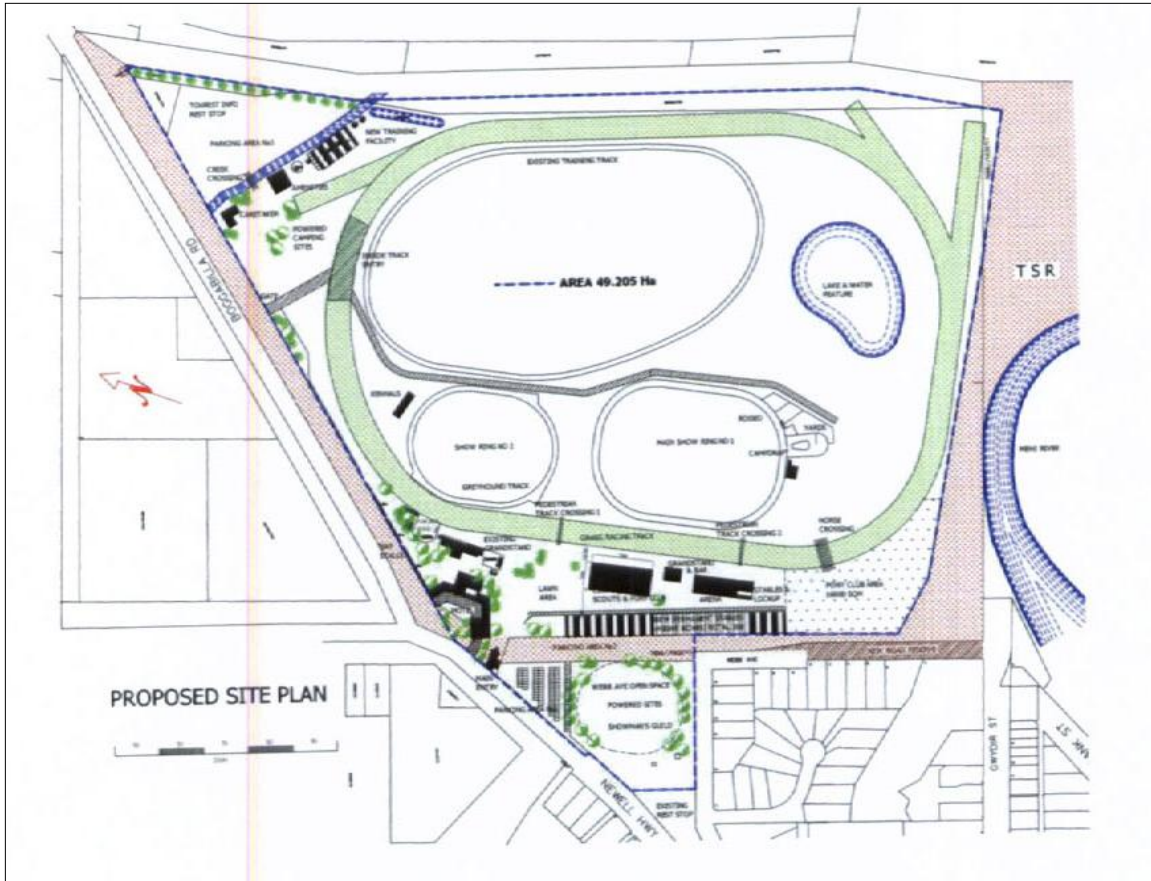
#### **4.4 Proposed Design Option**

The Strategic Development Plan has included a preferred option for development - see Figure 4.

**Note that the Strategic Development Plan is viewed as a long term vision for the development of the Moree Racecourse. It is acknowledged by all stakeholders that the implementation of the Strategic Development Plan will be undertaken in stages as funding and investment becomes available.**

Currently the reserve is used by the Moree Race Club, Moree Picnic Race Club and the Moree Greyhounds. It is proposed that the reserve be redeveloped to also allow use by the Moree Show Society to hold the Annual Moree Show; Moree Pony Club for Pony Club events; the Moree Campdraft Society; Moree Kennel Club and the Moree Scouts and Girl Guides.

Substantial additional infrastructure and changes to existing infrastructure has been suggested to give effect to the design option and is covered in detail in Section 4 of the Strategic Development Plan.



**Figure 4: Concept site plan for development**

#### **4.5 Staging of Development**

The Strategic Development Plan has suggested staging of the development in two stages.

The first stage is aimed at facilitating the move of the annual show to the Racecourse. Works required includes the demolition of the existing greyhound Kennels and construction of new Kennels; construction of a new Main Pavilion; and construction of new Show ring and lighting towers. This construction would also facilitate the use of the reserve by the Moree Kennel Club.

The second stage includes the balance of the works to provide further infrastructure for the Show and for use by the Pony Club, Campdraft Society, and Moree Scouts and Guides.

Because of the costs involved any new Trust Board to manage the reserve will be required to seek funding and perhaps further break down the stages into what is achievable. For example it is understood that some contribution may be available from the motel owner discharging spa water onto the racecourse to relocate the horse swimming pool, in which case consideration should be given to such works becoming a priority.

#### **4.6 Possible Motel Development**

The Strategic Development Plan has identified the possibility of construction of a motel on part of the Racecourse reserve and part of an adjoining Crown Reserve.

The thinking behind such a development is that the any leasing income derived from this land will be available for ongoing funding of development and maintenance of the reserve.

Whilst the development of a motel site is possible it will require further investigation and consideration by Crown Lands Division and the Minister administering the *Crown Lands Act 1989* in respect of land status and in seeking the necessary State Government approvals (which are yet to be assessed) as well by Moree Plains Shire Council in respect of zoning and development constraints.

It is suggested in the Study that the motel proposal be pursued as a separate issue. For the purpose of the Plan of Management the development will be identified as 'possible future development'.

#### **4.7 Future Management Structure of Reserve**

The required management of the Reserve is in accordance with Part 5 Division 4 of the Crown Lands Act, 1989. In the case of the Racecourse reserve the Minister has established the Moree Racecourse Reserve Trust under the provisions of Section 92 with members appointed under the provisions of section 93 of the Act.

The current members of the Trust comprise:

- . Edward James Cory
- . Geoffrey Ashforth Roberts
- . Martin Francis Roughan
- . Peter Hayward Ryan
- . Theodore Tzannes
- . Rodney James Schoupp
- . Thomas Brown Blackburn

For management of the reserve with expanded uses and user groups it is considered that the Trust Board would need to:-

- Maintain and ensure the continued priority of horse and greyhound racing activities on the reserve;
- Accommodate the proposed multiple use of the reserve by the other user groups;
- Hold appropriate skill sets to facilitate the proposed development and manage a more complex enterprise

For this reason it will be necessary for the composition of the current reserve Trust Board to be reviewed to include a more balanced regime for future management. However in making this statement it needs to be recognised that the current trust have managed the reserve in a very satisfactory manner. The change of direction for the use of the reserve should not be seen as a criticism of the current arrangement.

The Strategic Development Plan has identified possible options for future management by delegation of some of the functions of management to a committee or group under the provisions of Section 97A of the Crown Lands Act 1989. However delegation to the extent as envisaged in the plan will need to be clarified as departmental policy is contrary to delegation by a Trust in relation to financial and high level administration issues. The Trust Board having been appointed by the Minister cannot delegate its prime responsibilities required to manage the Reserve – see Section 2.2 above.

## 5 PLAN OF MANAGEMENT

The development of this Plan of Management has been guided by extensive consultation with stakeholders and the community – see Section 4.3 above.

The plan is based upon a community and stakeholder vision for multiple uses and multiple occupation of the Racecourse reserve and will be implemented through management objectives, strategies and actions described below.

### 5.1 Vision

The vision for the future management of the reserve will be:

A valuable well managed community recreation asset with infrastructure capable of supporting and enhancing multiple use by various user groups whilst supporting a primary use for formal horse and greyhound racing.

## 6 MANAGEMENT STRATEGIES AND ACTIONS

A range of measures have been identified as required to implement this plan of management to ensure the Moree Racecourse reserve is developed and managed in accordance with the Principles of Crown Land Management and to meet the needs of various user groups. The proposed actions are designed to provide for the management, development and improvement of the reserve.

The following tables detail the management strategies to be implemented by the reserve trust to underpin the future management and development of the reserve as detailed by the Strategic Development Plan.

### 6.1 Trust Board Management

Objective: To ensure the management of the Reserve meets the statutory and policy requirements of Crown Lands Division of the Department of Primary Industries and continues to manage the reserve appropriately in accordance with the current and future uses and direction.

Strategy	Actions
Ensure Representative Trust Board	<ul style="list-style-type: none"> <li>• Review Composition of Trust Board Members in conjunction with Department</li> <li>• Consider addition of M.R.E.C. representative to Trust board</li> </ul>



Ensure Primary Use of Reserve	<ul style="list-style-type: none"> <li>• Use of the reserve for Horse and Dog racing to retain priority</li> <li>• Negotiations with User groups for user requirements</li> <li>• Calendar for allocation of user dates and use of buildings and infrastructure</li> </ul>
Provide management direction	<ul style="list-style-type: none"> <li>• Set program for regular meetings of Trust Board</li> <li>• Taking and distribution of formal minutes of Trust Board meetings</li> <li>• Adopt process to inform trust members of issues as they develop prior to meetings</li> <li>• Report regularly to Department</li> </ul>

## 6.2 Regulatory Compliance

Objective: To ensure the Reserve complies with all applicable statutory standards

Strategy	Actions
Sites and Facilities to conform with all relevant regulations	<ul style="list-style-type: none"> <li>• Development to be guided by Moree Plains Shire Local Environment Plan</li> <li>• Proposed structures to comply with the requirements of regulations and any applicable statute, code or policy</li> </ul>
Operation of Horse and Greyhound Racing to meet requirements of regulatory bodies	<ul style="list-style-type: none"> <li>• Ensure the minimum standards as determined by Racing NSW in accordance with the provisions of the Thoroughbred Racing Act are met</li> <li>• Ensure standards of Greyhound Racing NSW are met</li> </ul>
Provide necessary Insurance covers	<ul style="list-style-type: none"> <li>• Ensure and maintain statutory and risk insurance covers (Workers Compensation, Public Liability etc)</li> </ul>

## 6.3 Health, Safety and Risk Management

Objective: To provide and maintain facilities in a manner which minimises risk to Reserve users

Strategy	Actions
Ensure health, safety and risk management	<ul style="list-style-type: none"> <li>• Undertake comprehensive risk assessment of the Reserve</li> <li>• Minimise public risk through the ongoing implementation of a risk management strategy</li> <li>• Ensure all staff, volunteers and management are appropriately trained</li> <li>• Store and use chemicals as required by regulations and in accordance with manufacturer's recommendations</li> </ul>
Protect life and property from the	<ul style="list-style-type: none"> <li>• Develop and maintain adequate emergency evacuation controls</li> </ul>

consequences of natural events	<ul style="list-style-type: none"> <li>• Inclusion of controls for evacuation/management of animals on reserve</li> <li>• Implement a system to inspect and review structures and grounds for any safety risks</li> </ul>
Ensure the Reserve and facilities are maintained and presented to a high standard	<ul style="list-style-type: none"> <li>• Provide program for review of general maintenance and cleaning of Reserve and amenities</li> <li>• Ensure all lighting is operational and efficient</li> <li>• Provide rubbish bins and ensure they do not overflow</li> </ul>

#### 6.4 Business Management

Objective: To maintain a management system which enables and promotes effective decision making; responsible financial control; and promotes legal, social and market imperatives

Strategy	Actions
Adopt a structured process for business operations, planning and review	<ul style="list-style-type: none"> <li>• Prepare an annual budget and develop a business plan for the operation of the Reserve</li> <li>• Adopt a recognised financial management system for recording and management of financial transactions and business undertakings</li> <li>• Establish financial performance targets and undertake regular review</li> <li>• Regularly identify and review funding opportunities</li> <li>• Instigate annual formal audit program</li> <li>• Report financial outcomes to the Department on an annual basis</li> </ul>
Manage Use/Occupation of the Reserve in a consistent and transparent manner	<ul style="list-style-type: none"> <li>• Seek equitable and market rentals/contributions by all users and user groups</li> <li>• Ensure consistent terms and conditions for all users</li> <li>• Ensure all leases/licences for users/user groups are relevant, current and up to date</li> <li>• Consider opportunities to achieve operational and financial efficiencies by sharing key resources and infrastructure between all users/user groups</li> </ul>
Market and promote the Reserve	<ul style="list-style-type: none"> <li>• Identify new and emerging market opportunities</li> <li>• Promote the use of the reserve and infrastructure for various social and business use</li> </ul>

#### 6.5 Development of Infrastructure for Multiple Uses

Objective: To improve presentation and facilities by considering implementation of staged developments to ensure appropriate accommodation for identified user groups and future use

Strategy	Actions
Confirm	<ul style="list-style-type: none"> <li>• Discussions/negotiations with user groups and MREC</li> </ul>

support/interests of User groups	<p>to establish certainty for way forward</p> <ul style="list-style-type: none"> <li>• Seek undertakings from user groups to move operations to Reserve</li> </ul>
Understand Infrastructure Requirements	<ul style="list-style-type: none"> <li>• Consider recommendations of Strategic Development Plan in conjunction with proposed user groups</li> <li>• Identify staged development that is achievable in terms of planning and financial constraints</li> <li>• Determine designs /specifications/costing for buildings and other infrastructure</li> </ul>
Commence infrastructure development	<ul style="list-style-type: none"> <li>• Identify funding stream/s</li> <li>• Consider options for management of development including use of sub-committees</li> </ul>

## 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 continued improvement and operation of the Moree Racecourse Reserve. It provides for the Minister to authorise an additional purpose for the reserve to enable use by multiple user groups.

The plan provides a medium term strategy to allow for development of extensive infrastructure to enable use by user groups. Priorities for construction of infrastructure will be driven by the availability of funding.

The Trust should monitor the progress in relation to the development of the Reserve and infrastructure and report on an annual basis to the Department of Primary Industries.

Whilst some aspects of the plan are based on simply good management practices it is envisaged the plan should be reviewed every 5 years to ensure that it is still relevant to community expectations and government legislation and policy. This is particularly so if the Trust is successful in completion of infrastructure development in the medium term.