

Mullumbimby Showground Plan of Management

Mullumbimby Showground Trust

April 2014



Trade &
Investment
Crown Lands



This Plan of Management was adopted by the Minister for
Lands on 7 April 2014

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R&S Muller Enterprise Pty Ltd provides community organisations and businesses with 20 years of experience in consultation, stakeholder facilitation and results driven strategy development. The business provides project management, strategic planning, business planning, marketing and media support, feasibility studies and corporate business skills training.

Plan Definitions

Mullumbimby Showground	Lot 1 DP 667917, Lot 412 DP 755687 & Lot 7302 DP 1132677
Council or BSC	Byron Shire Council
Declared Purpose	The public purpose for which the land has been dedicated or reserved under Part 5 – Crown Lands Act 1989, and includes any purpose or use permitted under, or in connection with, the declared purpose
NSW Trade & Investment – Crown Lands	NSW Trade & Investment – Crown Lands
Objectives	Desired (SMART) outcomes = Specific, Measureable, Achievable, Relevant & Time-bound
Management Principles	General principles that provide clear decision making criteria
Precinct	Identifiable precincts or units of land based on natural, economic or social factors, or a combination of these factors
Plan of Management, Plan or PoM	A statutory document prepared under Section 112/116 – Crown Lands Act 1989 and adopted by the Minister, outlining the role of Crown dedication/reserve and providing guidance on the administration, use, development and management of the land
Recreation	A wide range of active or passive activities undertaken either individually or as a group for pleasure, health, renewal or relaxation
Dedication	Mullumbimby Showground is Crown land dedicated for “Showground”
Strategy	A planned method of achieving a desired outcome utilising best practices
Sustainability	Being able to achieve outcomes without adversely affecting the long term health and integrity of natural, social and economic values
SCORE	A strategic analysis of Strengths, Challenges, Opportunity, Risk and Expectations
Trust	A corporation constituted under Division 4 of Part 5 – Crown Lands Act, 1989 and appointed by the Minister to manage a Crown reserve/dedication i.e. Mullumbimby Showground Trust

Vision Statement	A broad statement of intent to help establish desired outcomes and focus activities. A custodial or stewardship commitment to future generations
Master Plan	Provides a visual road map for the future growth and development of the site
The Minister	The Minister responsible for administering the Crown Lands Act, 1989
Additional Purpose	In relation to a reserve, means any purpose that is additional to (a) the declared purpose of the reserve, or (b) the purpose authorised by the Minister under Section 121A – Crown Lands Act 1989, in relation to the reserve.

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Executive Summary

The Mullumbimby Showground Trust is preparing a Plan of Management for the Mullumbimby Showground. A Plan of Management (PoM) provides the statutory framework for the future management of a Crown reserve under the Crown Lands Act, 1989. Once adopted, it sets the strategic direction for all activities and future development on the site. The Plan provides the Mullumbimby Showground Trust the framework for current decision-making and future planning. It is supplemented with a Site Master Plan that provides the visual road map for the future growth and development of the Showground.

Mullumbimby Showground is currently under the care, control and management of a community based Trust. The Trust is working to realise their vision of: “protecting and enhancing the beauty, open-space and the community values of the Mullumbimby Showground through sustainable and strategic management, ensuring all community members can access and enjoy this vital resource now and into the future”.

A complex range of legislation, policies and planning instruments are relevant to the Mullumbimby Showground and have been considered in the formulation of this Plan. The strategies and outcomes outlined in this Plan have also been developed to protect and enhance the social, environmental, cultural, economic and recreational values of the Showground.

The Mullumbimby Showground is dedicated for the purpose of ‘Showground’. The Showground comprises Lot 1 DP 667917, Lot 412 DP 755687 and Lot 7302 DP 1132677 in the Town of Mullumbimby, Parish of Billinudgel, County of Rous. It has a total area of 9.8 hectares (24.2 acres).

Mullumbimby Showground is dedicated for the public purpose of “Showground”. This Plan of Management addresses any inconsistency with existing or potential future uses and the scope of the declared public purpose of the dedication (showground) by seeking to formally endorse “Public Recreation”, “Community Purposes” and “Tourist Facilities and Services” as compatible and acceptable additional purposes under the Crown Lands Act 1989.

The Plan of Management identifies three strategic directions and multiple goals to be achieved. They are:

1. Improve existing operations, with the goal to:
 - Operate using correct and supportive legal status of the land

- Create a shared vision
 - Operate under best practice administration principles
 - Establish operational systems and policies
 - Ensure user groups and community groups are involved and supportive of the Plan of Management and its strategic direction
 - Ensure user groups have fair and legal tenure arrangements in place
 - Ensure management and staffing are in place
 - Ensure financial management systems are in place
 - Improve existing facilities
 - Demonstrate environmental leadership
2. Stabilise the financial foundations of the Showground Trust, with the goal to:
- Improve the general financial performance
 - Commence commercial arrangements
 - Increase utilisation of existing facilities
3. Commence new business initiatives, with the goal to:
- Plan and test new business development opportunities
 - Establish primitive camping
 - Develop multi-purpose venues
 - Revitalise the market precinct
 - Investigate future commercial activity

The Showground Master Plan has taken into account the site's characteristics and aims to highlight the areas strengths, mitigate identified challenges and capitalise on its opportunities.

The goal of the Master Plan is to optimise the use of, and access to the site in a sustainable way.

1. Introduction

The Mullumbimby Showground Trust is preparing a Plan of Management for Mullumbimby Showground. The Plan of Management is prepared in line with the requirements of the Crown Lands Act, 1989. The Plan focuses on the future direction of the site from a management and operational perspective. A strategic approach to optimising the use of the site and its facilities is central to the Plan.

This Plan of Management therefore is the critical tool for the Mullumbimby Showground Trust in managing the affairs of the Showground in a strategic and sustainable manner, now and into the future.

1.1 Background to the Project

Mullumbimby Showground is currently under the care, control and management of a community based Trust known as the Mullumbimby Showground Trust (the Trust). The Trust is an incorporated body established under the Crown Lands Act, 1989. A community-based Board of Trustees appointed by the Minister is responsible for managing the affairs of the Trust.

The Board of Trustee includes an Ex Officio role for a Byron Shire Councillor. The current Board Trustees commenced their term in July 2012 and their tenure concludes mid 2014, at which time either the term will be extended, new Trustees appointed, or another Trust management model adopted. A number of Trustees have resigned over the past twelve months, and replacement Trustees have recently been appointed by the Minister. The term of all new Trustees will also end mid 2014.

In recent years the public demand to use showgrounds on Crown lands across NSW has increased and diversified. Whilst this is a positive trend, it has both positive and negative implications for Trustees including:

- Maintenance and asset management
- Potential for conflict with competing users
- Financial sustainability particularly in the face of ageing assets, and users who in the main pay very little for access
- Strategic planning
- Consideration of the impacts of the showground and its surroundings

Poor facilities and management arrangements have created uncertainty for users and event organisers, the Showground Trust and the community who derive social and economic benefits from the use of Mullumbimby Showground. It is understood by the Trustees, that these pressures will ultimately result in an unsustainable operation unless significant changes are made.

With these issues in mind, the Trust sought funding and assistance from the former Department of Lands in 2008, to commence a Plan of Management to guide use and development of the Showground and provide a strong framework for its management. Whilst the original project stalled, it is now being completed by the Trust with the assistance of NSW Trade & Investment – Crown Lands.

1.2 Vision

The following vision has been developed and adopted by the Trust.

To protect and enhance the beauty, open-space and the community values of the Mullumbimby Showground through sustainable and strategic management, ensuring all community members can access and enjoy this vital resource now and into the future.

See appendix 7.1 for further details on the development of this vision.

1.3 Aim

A relevant and functional Plan of Management and associated site Master Plan for the Mullumbimby Showground that is driven by the Trust, in consultation with user groups, stakeholders and the community. The Plan will maximise the use of and access to the Showground, and build a sustainable future for the site while respecting its surrounds.

The Plan provides the strategic direction for the provision, management, development and use of facilities and services that address the principles of Crown land management and operation of the Showground. It is prepared in line with the Crown Lands Act, 1989 and is aligned with relevant Local, State and Federal strategic documents.

1.4 Objectives of the Plan of Management

- A Plan of Management compliant with the Crown Lands Act, 1989.
- Review dedication of "Showground" as relevant to current and future use.
- Identification of strategies for positioning the Showground as one of Mullumbimby's most important assets.
- Identification of opportunities to access greater government support and assistance with resourcing and strategy development.
- A Plan that supports the sustainable, accessible and effective management and operation of the site.
- Identification of ways to increase utilisation through shared use, flexible & multi-purpose facilities, site layout & design.
- Identification of ways to increase public access & use of the site.
- Identification of existing and likely usage levels at the site and linkages to potential capital improvements.
- Recommendation of strategies and actions that match services and facilities with the present and future needs of the community.
- A Master Plan that optimises the use of and access to the site in a sustainable way.

1.5 Purpose of a Management and Master Plan

1.5.1 Statutory Requirements

A Plan of Management (PoM) provides the statutory framework for the future management of a Crown reserve under the Crown Lands Act, 1989.

Once adopted, it sets the strategic direction for all activities and future development on the site. The Plan provides the Mullumbimby Showground Trust the framework for current decision-making and future planning. It is supplemented with a site Master Plan that provides the visual road map for the future growth and development of the Showground.

Section 2.1 provides a full outline of the statutory requirements of a Plan of Management.

1.5.2 Strategic Requirements

The Plan of Management and Master Plan will provide a clear and consistent direction for the site, identifying what it will look like and how it should function in the future. It considers the following:

- The current users and uses of the site and how this balances against community expectations and needs;
- Demographic and economic trends and issues, and the relationship they have with the existing infrastructure and landscape; and
- The realities of the economic, social, environmental and legislative context.

It provides a balanced approach to dealing with existing features (maintaining and upgrading them across the site), against the need for new features. The Master Plan provides the guiding principles to replace the ad hoc development decisions of the past.

The Plan of Management together with the Master Plan set the strategic direction for Mullumbimby Showground. Monitoring and evaluation of performance for the Showground will most likely highlight the need to evolve and respond to changing needs, and address specific issues. However, it is essential that the Trust commits at all times, to the strategic intent and statutory authority of this Plan.

1.6 Location

The Mullumbimby Showground is located in the town of Mullumbimby within the Byron Local Government Area (LGA).

Byron LGA includes the eastern-most point on the Australian mainland and has a population of almost 29,000. It is a thriving community where residents and visitors live, work and play in a sustainable environment.

The Showground makes a significant contribution to the region's cultural diversity, recreation and tourism offering and contributes significantly to the character of the rural town of Mullumbimby.

The Showground is located on Main Arm Road, on the western side of Mullumbimby. It has frontage to the Brunswick River, and provides a beautiful open space at the edge of the town's residential housing area.

The land to which this Plan of Management applies is shown in Diagram 1 and Table 1.

Diagram 1. Location of Mullumbimby Showground



Table 1. Land to which the Plan of Management applies

Dedication	Lot	DP	Parish	County	Area
540009	Lot 1	DP 667917	Billinudgel	Rous	9.429 Ha
	Lot 412	DP 755687	Billinudgel	Rous	2681 m ²
	Lot 7302	DP 1132677	Billinudgel	Rous	1042 m ²

The Showground is Crown land dedicated for the purpose of 'Showground' on the 29th November 1929. Additions to the dedication were notified 2 November 1934 and 17 March 1972. The Showground comprises Lot 1 DP 667917, Lot 412 DP 755687 and Lot 7302 DP 1132677 in the Town of Mullumbimby, Parish of Billinudgel, County of Rous. It has a total area of 9.8 hectares (24.2 acres).

Diagram 2. Map to which the Plan of Management applies

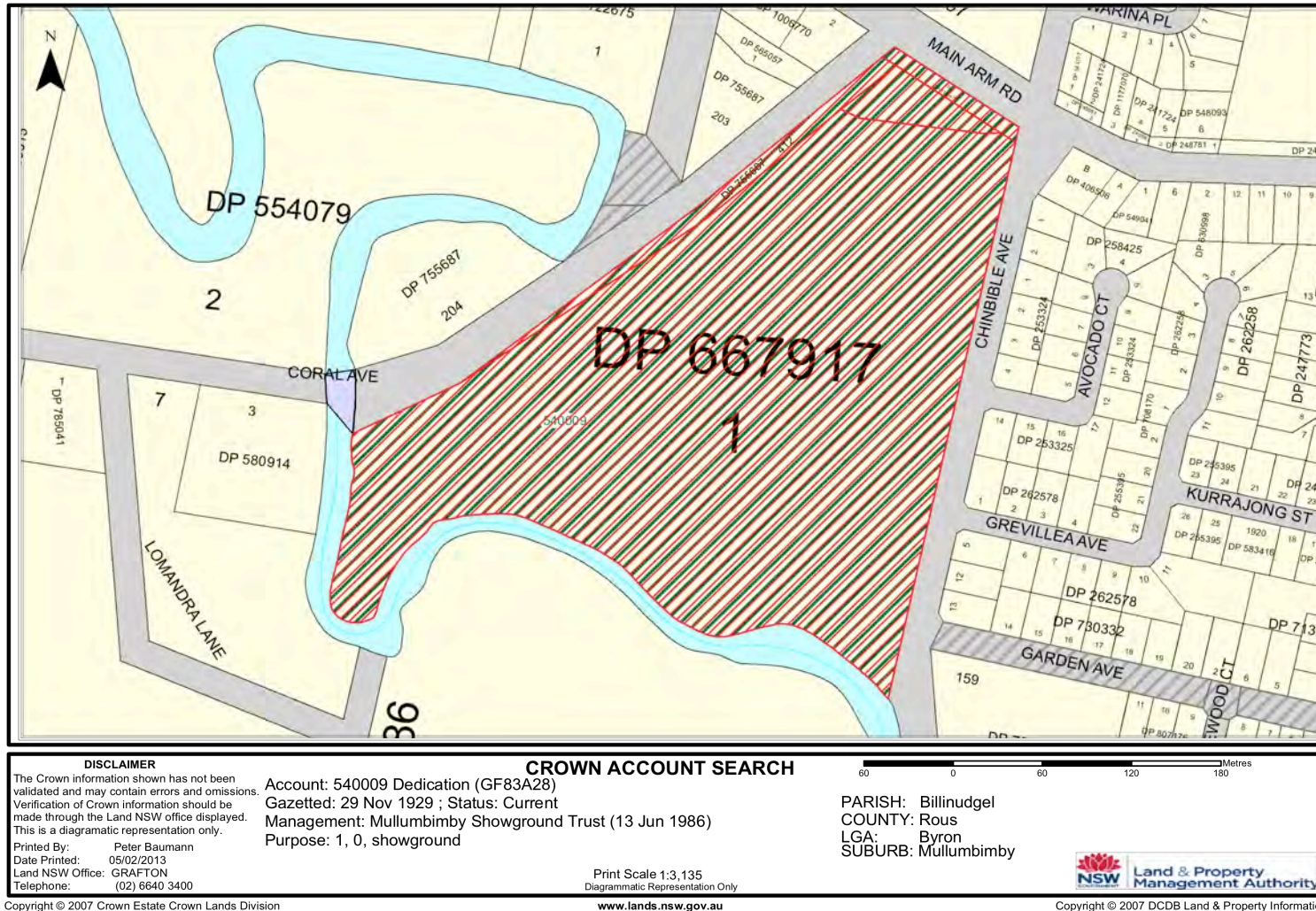


Diagram 3. DP 667917

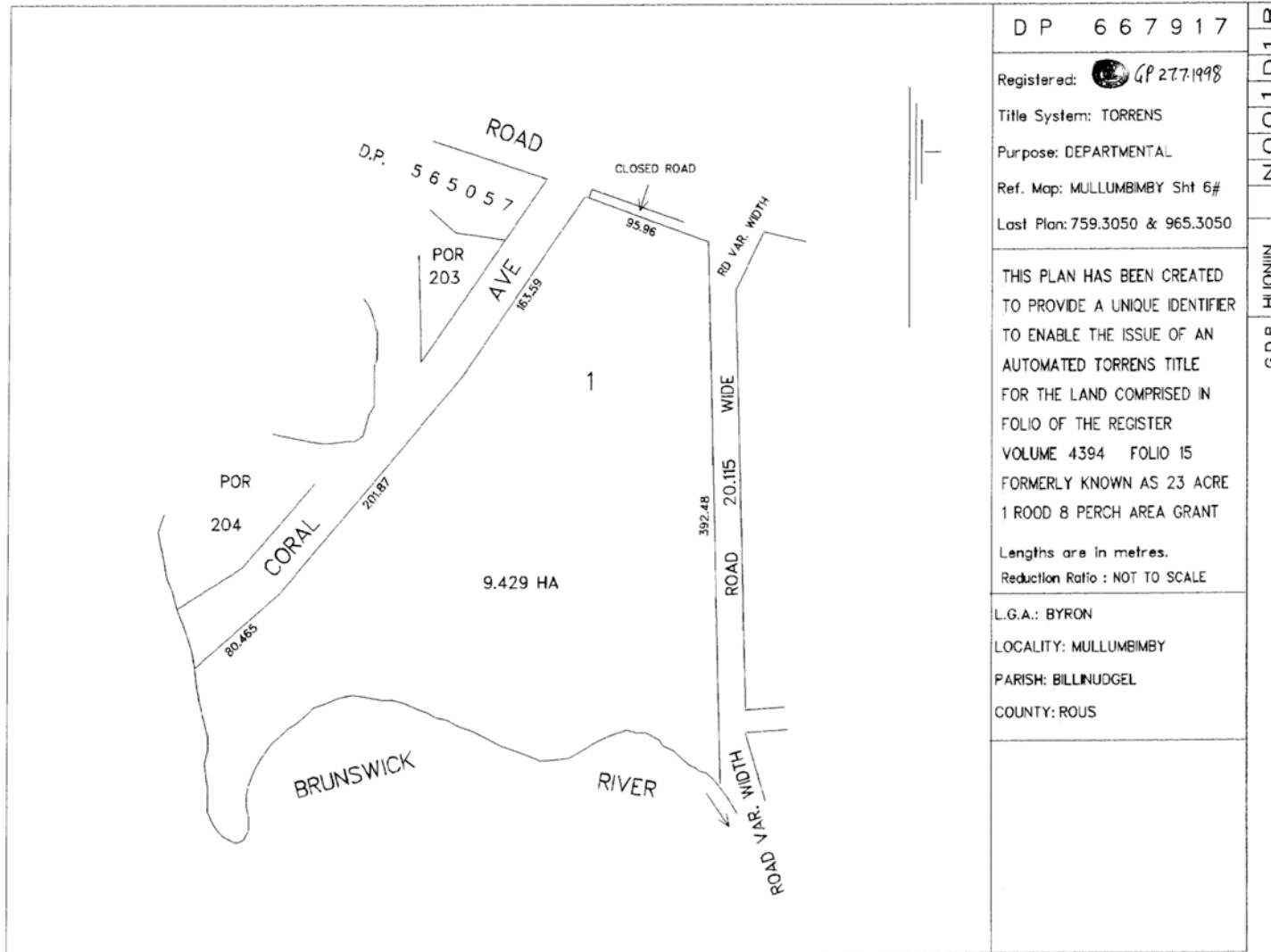


Diagram 4. DP 755687 (R.9057.1759) *

NOTE: *Lot 412 DP 755687 refers to former "Por 412" Parish of Billinudgel (narrow strip of Coral Ave that was closed and added to the showground). In modern times parishes were allocated DP numbers. The plan for Lot 412 is actually R.9057.1759 (R=County of Rous, 9057=unique Crown plan number, 1759="small number" identifier for County of Rous).

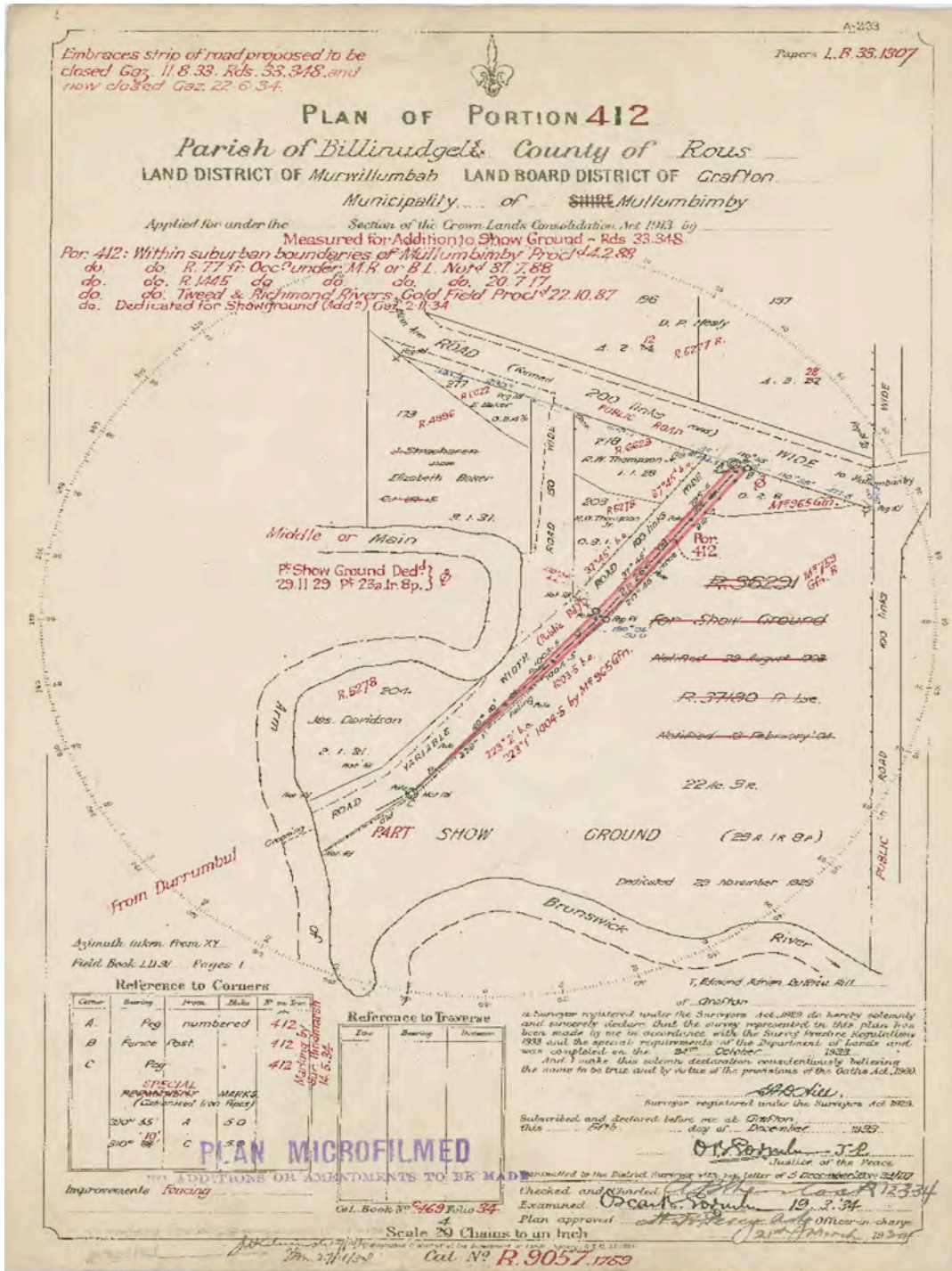


Diagram 5. DP 1132677

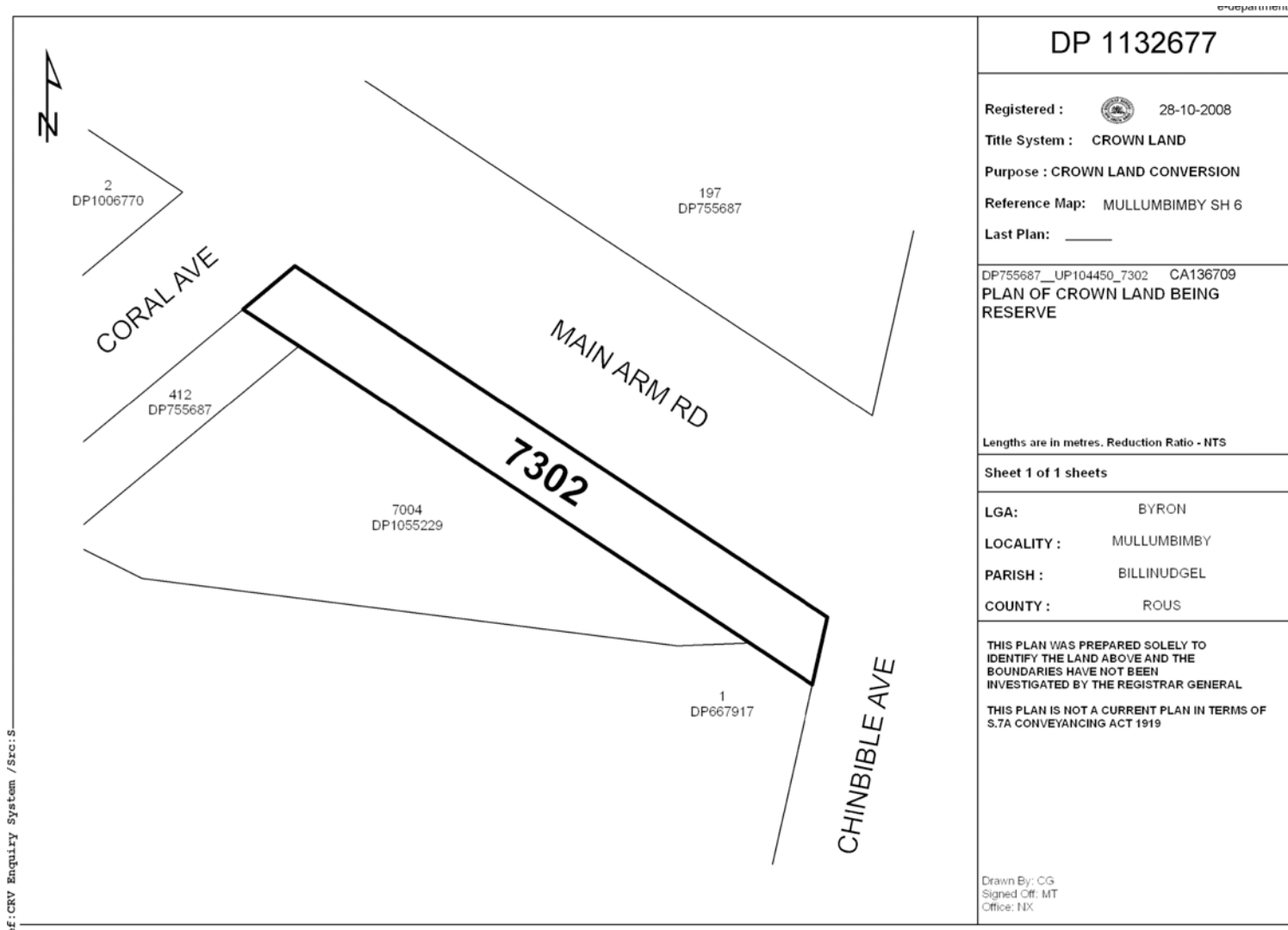
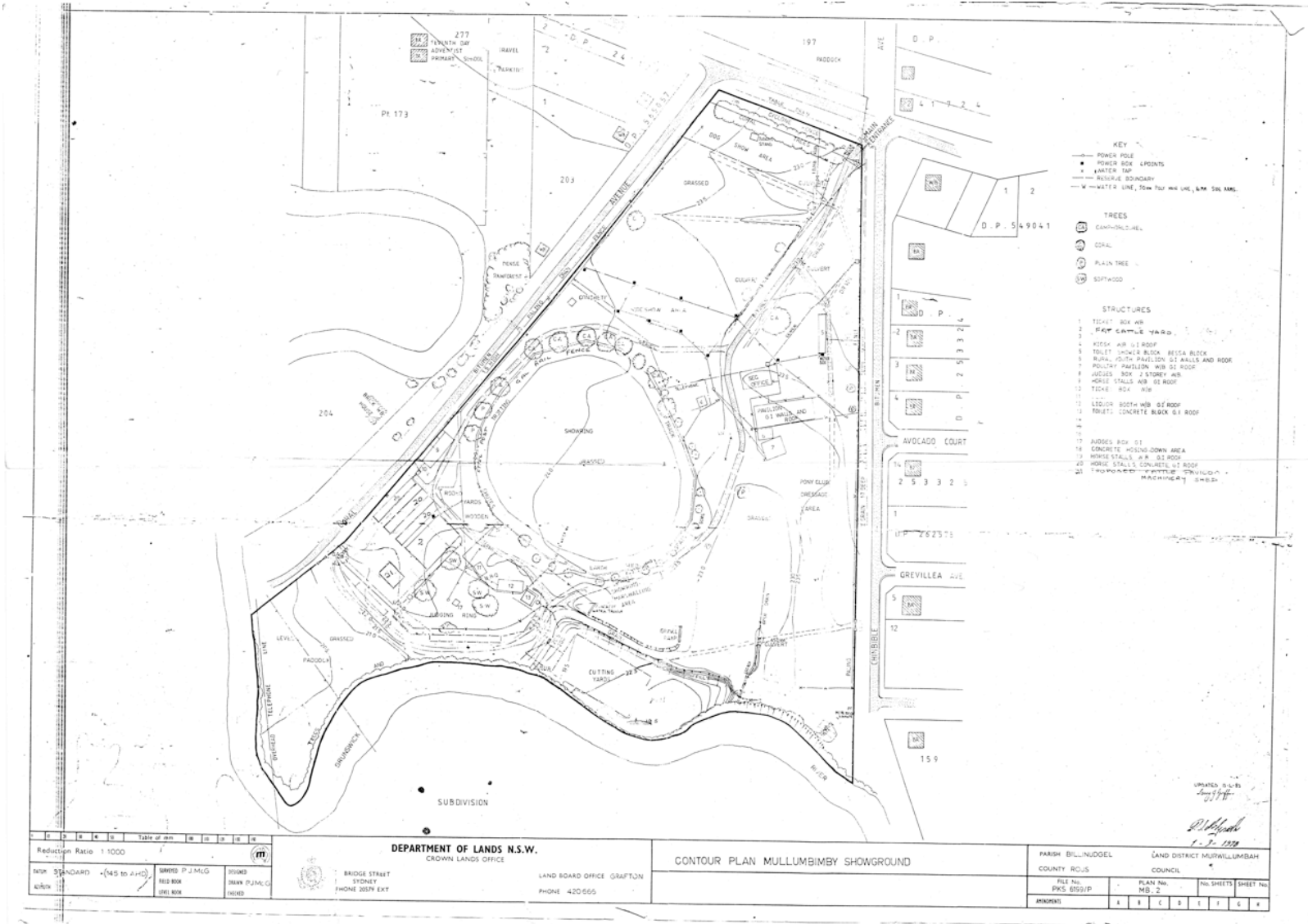


Diagram 6. Site Map 1978



1.7 Key Features

The Mullumbimby Showground consists of a range of functions and buildings, which are the result of historic ad hoc development of the site.

Whilst many of the buildings are in need of urgent and significant maintenance, many of them have historical value and pay tribute to the annual Mullumbimby Agricultural Show now in its 106th year.

The Mullumbimby Showground has the following infrastructure:

- 2 x Amenities Blocks
- 1 x Storage Shed
- 1 x Circus Building
- 2 x Circus Containers
- 1 x Food Hall
- 1 x Rotary Club Storage Shed
- 1 x Woodchop Container
- 1 x Show Pavilion
- 1 x Rural Youth Shed
- 1 x Poultry Pavilion
- 1 x Show Society Storage Shed
- 2 x Pony Club Sheds
- 2 x Judges Box
- 1 x Beer Hall
- 1 x Bank Portable Horse Yards
- 2 x Stables
- 1 x Cane Harvest Shed
- The Main Arena
- Rodeo yards

See appendix 7.2 for photos of current infrastructure assets.

Note regarding helicopter access:

The Showground may be used from time to time as a location for helicopter landings. This is mainly in times of emergency or disaster. Byron Shire Council has a Local Disaster Plan (DISPLAN), 2008, outlining the roles and responsibilities of relevant agencies in times of disaster including helicopter rescue services.

There is no requirement for the Showground to be notified or permission sought, in these instances.

Helicopter pilots are responsible for the safe landing of their crew and for the safety of people and property on the ground. They will assess the site for suitability for landing.

Diagram 7. Site Map, 2012



2. Legal Framework

This Plan of Management has been prepared in accordance with Section 112 – Crown Lands Act, 1989. Once adopted by the Minister, the Plan of Management is a legal instrument that documents how the site is to be managed in the years ahead for the Showground and incumbent on the Trust to implement once adopted.

A complex range of legislation, policies and planning instruments are relevant to the Mullumbimby Showground and have been considered in the formulation of this Plan.

2.1 Crown Lands Act, 1989

Crown lands in New South Wales are subject to the general land management objectives and provisions of the Crown Lands Act, 1989. The Act is administered by NSW Trade & Investment – Crown Lands, the Department responsible for overseeing the administration and management of Crown Reserves*.

(*Under the Act “reserve” means land that is both dedicated and reserved.)

The objectives of the Crown Lands Act, 1989 are to ensure that Crown lands are managed for the benefit of the people of New South Wales and in particular to provide for:

- A proper assessment of Crown lands
- The management of Crown lands having regard to the Principles of Crown Lands Management
- The proper development and conservation of Crown lands having regard to those principles
- The regulation of the conditions under which Crown lands are permitted to be occupied, used, sold, leased, licensed or otherwise dealt with
- The reservation or dedication of Crown lands for public purposes and the management and use of the reserved or dedicated land
- The collection, recording, and dissemination of information in relation to Crown lands

Crown Reserves are managed in accordance with the Principles of Crown Lands Management as follows:

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

A Trust is set up under the Act to have the responsibility for the care, control and management of a Crown reserve. The Trust is a legal entity in its own right however it cannot operate without having somebody appointed to manage its affairs.

A community based Board of Trustees is currently responsible for the management of the affairs of the Mullumbimby Showground.

2.2 Crown Lands Legislation Amendment Act, 2005

The Crown Lands Amendment Act commenced in July 2005 and introduced a number of changes to the way in which Crown reserves are managed. For example, under the changes a reserve may be authorised to be used for a purpose, which is additional to the purpose for which the land was reserved or dedicated, if the new purpose is generally compatible with the existing purpose, consistent with the principles of Crown lands management and in the public interest.

Additional uses can be authorised by an adopted Plan of Management or by order of the Minister.

2.3 Crown Lands Regulation, 2006

The Regulation is made under the Crown Lands Act 1989 and deals with a range of matters relating to Crown Reserves and Reserve Trusts including the purposes for which temporary licenses may be granted and the exhibition of draft Plans of Management.

2.3.1 Accountability

Under Section 32 of the Act, a Reserve Trust must furnish an annual report to the Minister detailing income, expenditure, assets and improvements, liabilities and details of any leases and licences granted by the Trust.

The Crown Lands Regulation, 2006¹ - Schedule 4 states that the records kept by a Trust are:

- Account books showing details of all income and expenditure
- Records of assets and liabilities and improvements affected
- Bank, building society or credit union deposit books and statements
- Records of other financial instruments or investments
- Plant and asset register
- Heritage register
- Records of leases and licences granted or in force
- Insurance policies and certificates
- Details of fire prevention and other occupational health and safety measures
- Such other records as may be necessary to prepare a report in accordance with clause 32 of the (Crown Lands Regulation, 2006)

¹ Crown Lands Regulation 2006 (NSW)– SCHEDULE 4 – Records to be kept by Reserve Trust (As at 27 July 2012) <http://www.austlii.edu.au/au/legis/nsw/consol_reg/clr2006225/sch4.html>

2.3.2 Dealing in the Land

In many cases the major activities on reserves are not carried out by the Trust itself and a suitable tenure is required to enable a third party to conduct the activity. Where appropriate a Trust can enter into leases and licences with parties who want to use all or part of a reserve on a temporary or ongoing basis.

Temporary licences (for up to one year) can be granted for certain purposes permitted under Clause 31 – Crown Lands Regulation, 2006 without the consent of the Minister.

Any other dealings in the land by the Trust (including commercial and non-commercial leases and licences) require the consent of the Minister and should be consistent with the purpose for which the reserve was set aside. The Minister also has power to grant interests over Crown reserves after consultation with the appointed Trust (Section 34A – Crown Lands Act, 1989).

2.4 Crown Lands (General Reserves) By-law 2006

The affairs of certain Crown reserves are covered by the Crown Lands (General Reserves) By-law 2006². The By-law is made under the Crown Lands Act, 1989 and deals with a range of reserve management matters including:

- Procedures to be followed by Reserve Trusts
- Administrative matters relating to trust boards
- The regulation of entry and conduct on reserves
- The setting of fees and charges and the provision of certain services by Reserve Trusts

The By-law enhances the effectiveness of the Trust to regulate activities on site and should be reviewed on a regular basis.

The By-Law does not currently apply to Mullumbimby Showground. This Plan of Management recommends that the Showground be added to the schedule of the By-law.

² Crown Lands (General Reserves) By-Law 2006 (NSW) As at 27 July 2012
<http://www.austlii.edu.au/au/legis/nsw/consol_reg/clrb2006329/>

2.5 Local Government Act 1993

The Local Government Act, 1993 provides for the establishment of Byron Shire Council and gives Council various powers relating to the use and regulation of Crown reserves.

Section 68 enables Council to control certain activities and operations on Crown Lands through an approval role. For example, the operation of caravan parks and camping grounds, the sale of food, operation of on-site sewage systems etc.

2.6 Environmental Planning and Assessment Act 1979

The Environmental Planning and Assessment Act 1979 (EPA Act) provides the statutory planning framework to control the use and development of land in New South Wales. Improvements to the Mullumbimby Showground, particularly for commercial purposes, invariably require development consent. The EPA Act provides the statutory basis for the development consent process in NSW.

2.6.1 Local Environmental Plan (LEP) 1988

The Byron Shire Council Local Environmental Plan (LEP) 1988 (as amended) provides the local development control framework for the site.

The general aims of the LEP 1988 in relation to statutory land-use planning for Byron Shire³ is to promote sustainable development by furthering the objectives of the EPA Act, particularly in regard to:

- a) The application to proposed development of guiding principles for the management, development and conservation of natural and human made resources (including natural areas, forests, coastal areas, water, agricultural land, extractive resources, towns, villages and cultural amenities) for the purpose of promoting the social and economic welfare of the community, protecting ecological and cultural heritage and achieving a better environment
- b) The promotion and coordination of the orderly and economic use and development of land
- c) The provision and coordination of community services and facilities
- d) The protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities and their habitats

³ Byron Shire LEP, 1988

- e) The provision of increased opportunity for public involvement and participation in environmental planning and assessment

The objectives of the LEP are:

- a. To enhance individual and community (social and economic) well-being by following a path of economic development that safeguards the welfare of future generations;
- b. To provide for equity within and between generations; and
- c. To protect biodiversity, and re-establish and enhance essential ecological processes and life support systems.

Under this LEP the Mullumbimby Showground is zoned 2(a) residential.

Zone number 2(a) (Residential Zone)

1. Objectives of Zone

The objectives are:

- To make provision of certain suitable lands, both in existing urban areas and new release areas, to be used for the purpose of housing and associated neighborhood facilities of high amenity and accessibility
- To encourage a range of housing types in appropriate locations
- To enable development for purpose other than residential purposes only if it is compatible with the character of the living area and has domestic scale and character, and
- To control by means of development control plan the location, form, character and density or permissible development.

2. Without Development Consent

Bushfire hazard reduction

3. Only with Development Consent

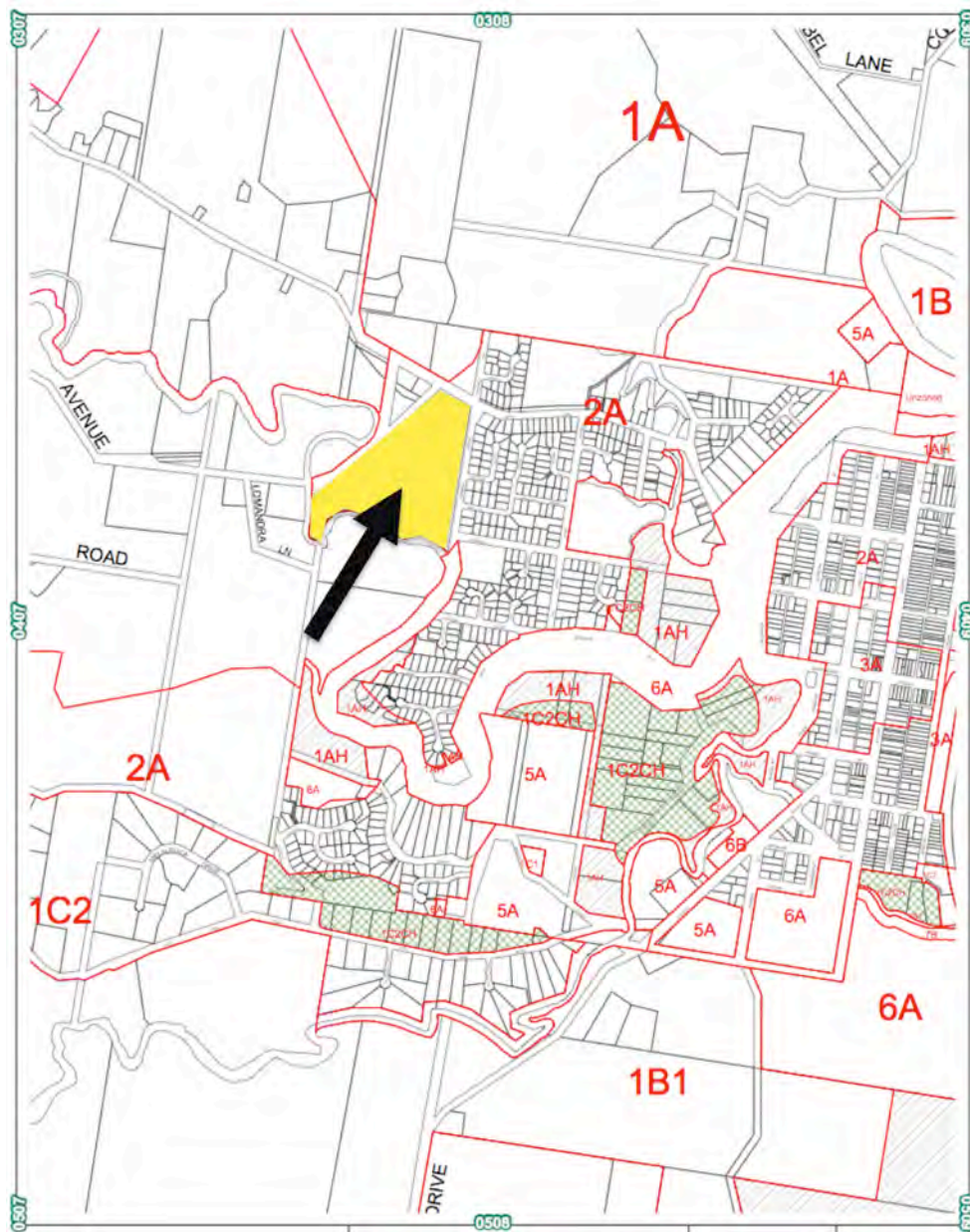
Any purpose other than a purpose specified in item 2 or 4

4. Prohibited

Abattoirs, aerodromes, animal establishments, brothels, bulk stores, car repair stations, cemeteries and crematoriums, clubs, commercial premises, drive-in banks, drive-in take-away food shops, drive-in theatres, extractive industries, forestry, generating works, heliports, hotels, industries (other than home industries), institutions, junk yards, liquid fuel depots, markets, mines, motor showrooms, plant nurseries, recreation vehicle areas, restricted premises, roadside stalls, rural industries, rural tourist facilities, sawmills, service stations, shops (other than general stores and shops listed in Schedule 3), stock and sale yards, surf life savings facilities, tourist facilities, transport terminals, warehouses, ins Amd.55 17/7/98; ins Amd.65 11/12/98; om/ins Amd.90 22/3/02; om Amd.103 14/11/03.

Note: Om:omitted, Ins: inserted, and Amd: amended

Diagram 8. LEP 1988, Mapping for Mullumbimby Showground



2.6.2 Draft Byron Local Environmental Plan 2012

In 2006, the NSW State Government initiated a common format and content structure for an LEP - The Standard Instrument LEP. The Program was designed to simplify the plan making system in NSW, as previously there was no standard approach. Plans were difficult to understand and used diverse approaches, resulting in an increasingly complex local planning system. Many LEPs pre-dated the introduction of the Environmental Planning and Assessment Act 1979 and were in urgent need of review.

Byron Shire has developed a Draft Byron Local Environmental Plan 2012 pursuant to section 33A of the *Environmental Planning and Assessment Act 1979* utilising the mandatory provisions of the *Standard Instrument (Local Environmental Plans) Order 2006*. This plan has yet to be adopted by the Minister for Planning and will remain in draft format until such as time as this occurs.

Aims of the Draft Plan⁴ are as follows:

- a. To progressively respond to changes in the natural, social and economic environment in a manner that is consistent with the following principles of ecologically sustainable development:
 - i. The precautionary principle. The precautionary principle means that where there are threats of serious or irreversible damage to the community's ecological, social or economic systems, a lack of complete scientific evidence should not be used as a reason for postponing measures to prevent environmental degradation. In some circumstances this will mean actions will need to be taken to prevent damage even when it is not certain that damage will occur.
 - ii. The principle of intergenerational equity. This principle means that the present generation must ensure that the health, integrity, ecological diversity, and productivity of the environment is at least maintained or preferably enhanced for the benefit of future generations.
 - iii. The principle of conserving biological diversity and ecological integrity. This principle aims to protect, restore and conserve the native biological diversity and enhance or repair ecological processes and systems.
 - iv. The principle of improving the valuation and pricing of social and ecological resources. This principle means that users of goods and services should pay prices based on the full life cycle costs (including the use of natural resources at their replacement value, the ultimate disposal of any wastes and the repair of any consequent damage).

⁴ Draft Byron Shire LEP, 2012

- v. The principle of eliminating or reducing to harmless levels any discharge into the air, water or land of substances or other effects arising from human activities that are likely to cause harm to the environment.
 - vi. The principle of encouraging a strong, growing and diversified economy that promotes local self reliance, and recognises and strengthens the local community and its social capital in ways that safeguard the quality of life of future generations.
 - vii. The principle of providing credible information in open and accountable processes to encourage and assist the effective participation of local communities in decision making.
- b. To integrate local planning provisions with applicable regional and state planning controls and policies;
 - c. To provide a framework for land use management in the Byron Shire;
 - d. To promote and coordinate the orderly and economic use and development of land;
 - e. To build and sustain community resilience by encouraging a diversity of housing choice and affordable housing in appropriate localities;
 - f. To encourage development that contributes to a vibrant, socially-diverse community;
 - g. To encourage development that contributes to a strong, growing and diversified economy;
 - h. To ensure the timely provision and coordination of community services and facilities;
 - i. To protect, manage and restore the natural environment and biodiversity of Byron Shire;
 - j. To protect the cultural heritage of Byron Shire, including the conservation of built heritage and Aboriginal heritage;
 - k. To provide for public involvement and participation in environmental planning and assessment; and
 - l. To minimise conflict between land uses within a zone and adjoining zones and ensure minimal impact of development on the amenity of adjoining and nearby land uses.

The Draft Byron LEP 2012 zones the Mullumbimby Showground as RE1, Public Recreation. RE1 has the following definition:

Zone RE1 (Public Recreation)⁵

1. Objectives of Zone

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

2. Permitted without Consent

⁵ Byron Shire LEP, 1988

Environmental protection works

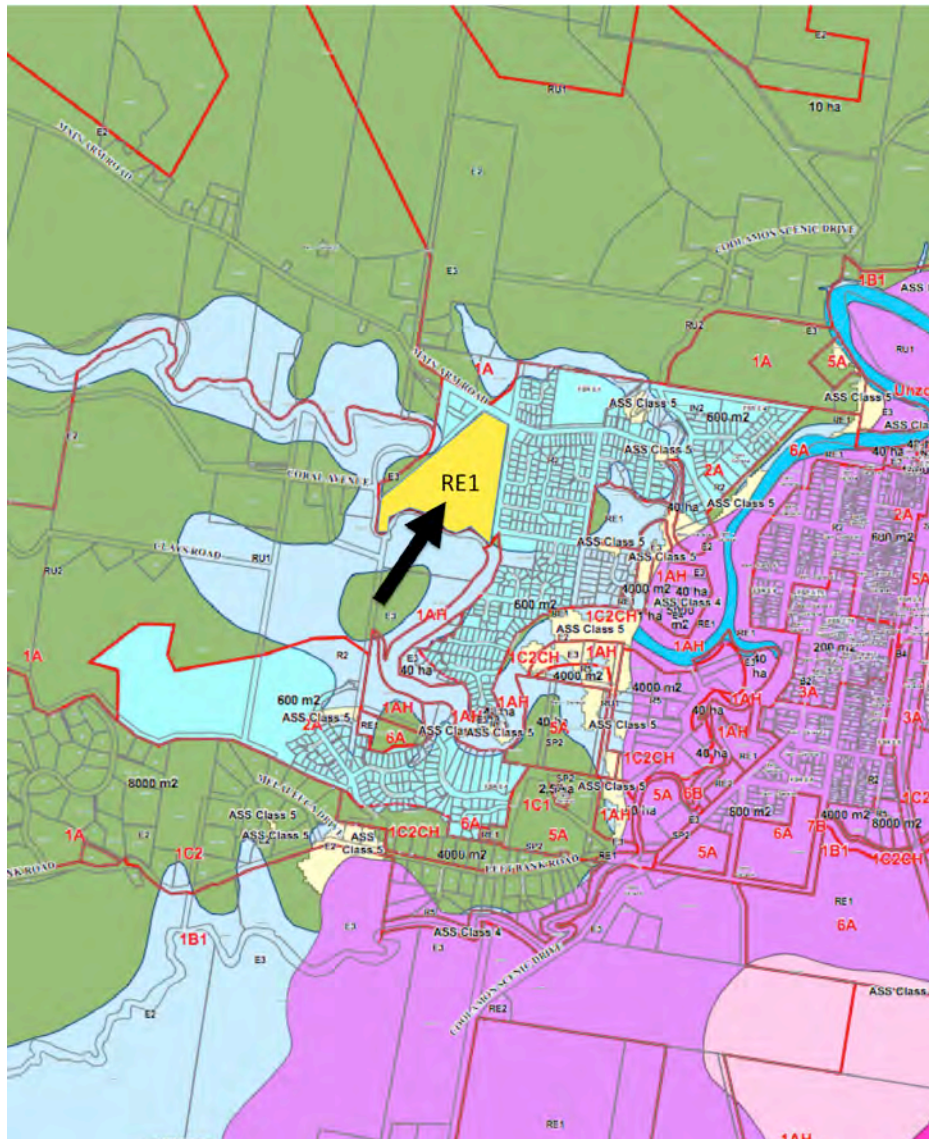
3. Permitted with Consent

Boat launching ramps, Boat sheds, Camping grounds, Caravan parks, Child care centres, Community facilities, Emergency services facilities, Entertainment facilities, Environmental facilities, Flood mitigation works, Function centres, Horticulture, Information and education facilities, Jetties, Kiosks, Markets, Recreation areas, Recreation facilities (indoor), Recreation facilities (major), Recreation facilities (outdoor), Respite day care centres, Restaurants or cafes, Roads, Signage.

4. Prohibited

Any development not specified in item 2 or 3

Diagram 9. Proposed LEP 2012, Mapping for Mullumbimby Showground



2.7 State Environmental Planning Policies (SEPP)

A number of SEPP need to be considered in relation to Crown land planning and development. The following SEPP apply to the showground.

2.7.1 SEPP (Infrastructure) 2007

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

Key provisions include:

- Additional uses being permitted on certain State land (including some classes of Crown and) which would otherwise be prohibited under an LEP
- Exempt development categories for public authorities. Categories relevant to Crown reserves include access ramps, bush fire protection, car parks, fencing, landscaping, lighting, signage and boundary adjustments
- Infrastructure planning provisions, including works and activities on Crown lands, such as emergency services facilities, bushfire hazard reduction, parks and public reserves, flood mitigation works, port, wharf and boating facilities, waterway or foreshore management activities, etc
- Consultation requirements when undertaking development subject to the SEPP
- Development for any purpose may be carried out without consent on a Crown reserve by or on behalf of the appointed Trustee where the development relates to the implementation of a Plan of Management adopted under the Crown Lands Act, 1989.
- In addition, where local councils are Trust managers, they are permitted to do the following without consent:
 - Roads, cycle ways, single story car parks, ticketing facilities and viewing platforms
 - Outdoor recreational facilities including playing fields but not including grandstands

- Information facilities such as visitor centres and information boards
 - Lighting, if light spill and artificial sky glow is minimised in accordance with AS/NZS 1158:2007 Lighting for Roads & Public Places
 - Landscaping, including irrigation schemes (whether they use recycled or other water)
 - Amenity facilities
 - Maintenance depots
 - Environmental management works
- The SEPP does not remove any existing requirements to obtain relevant approvals under other legislation such as: National Parks & Wildlife Act 1974, Rural Fires Act 1997 etc.

2.7.2 SEPP (Temporary Structures) 2007

The SEPP and associated provisions in the Environmental Planning and Assessment Regulation provide a state-wide framework for assessment of public entertainment proposals. This follows the transfer of public entertainment regulations from the Local Government Act, 1993 to the EPA Act.

The new arrangement still allows local councils to publicly exhibit and determine outcomes for new live music proposals that could have a significant impact on a neighbourhood.

The SEPP outlines the following matters⁶ for consideration before granting consent to the erection of a temporary structure. The consent authority (which would be the Showground Trust) must consider the following matters:

- a. Whether the number of persons who may use the structure at any one time should be limited,
- b. Any adverse impact on persons in the vicinity of any noise likely to be caused by the proposed erection or use of the structure and any proposed measures for limiting the impact,
- c. Whether the hours during which the structure is used should be limited,
- d. Any parking or traffic impacts likely to be caused by the erection of the structure or its proposed use,
- e. The principles for minimising crime risk set out in Part B of the Crime Prevention Guidelines,
- f. Whether the proposed location of the structure is satisfactory in terms of the following:

⁶ Environmental Planning and Assessment Act 1979 No 203, Part 4a, Division 2, Section 109R as at 8th March 2013.

- i. The proposed distance of the structure from public roads and property boundaries,
 - ii. The location of underground or overhead utilities,
 - iii. Vehicular and pedestrian access,
- g. Whether it is necessary to provide toilets and washbasins in association with the use of the structure,
- h. Whether the structure is proposed to be erected on land that comprises, or on which there is:
 - i. An item of environmental heritage that is listed on the State Heritage Register, or that is subject to an interim heritage order, under the Heritage Act 1977 , or
 - ii. A place, building, work, tree, relic or Aboriginal object that is described as an item of environmental heritage or as a heritage item in another environmental planning instrument, or
 - iii. Land identified as a heritage conservation area, an archaeological site or a place of Aboriginal heritage significance in another environmental planning instrument,
- i. The duration for which the structure should be permitted to remain on the land concerned,
- j. Whether any conditions should be imposed on the granting of consent in relation to the dismantling or removal of the structure in view of any safety issues.

2.8 NSW State Plan

NSW 2021 is the State's 10-year Plan, guiding policy and budget decision. It sets long-term goals and measurable targets and outlines actions to achieve the goals.

NSW 2021 has five strategies:

1. Rebuild the Economy - Restore economic growth and establish NSW as the 'first place in Australia to do business'.
2. Return Quality Services - Provide the best transport, health, education, policing, justice and family services, with a focus on the customer.
3. Renovate Infrastructure - Build the infrastructure that makes a difference to both our economy and people's lives.
4. Strengthen Our Local Environment and Communities – Improve people's lives by protecting natural environments and building a strong sense of community.
5. Restore Accountability to Government – Talk honestly with the community, return planning powers to the community and give people a say on decisions that affect them.

2.9 Local Government Regulations

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

Part 3, Sub Division 9, Clause 132

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation, 2005, regulates the approval to operate caravan parks, camping grounds and manufactured home estates, and sets out the requirements for the design, construction and installation of moveable dwellings and associated structures. Moveable dwellings include mobile homes, tents and caravans.

Camping on Mullumbimby Showground falls within the scope of “primitive camping ground” under the Regulation.

A development application (DA) for primitive camping at the Mullumbimby Showground Reserve was approved by Bryon Shire Council February, 2014, including section 68 approval. All conditions of the DA must be met by the Trust.

2.10 The Trust

A community based Board of Trustees manages the affairs of the Trust, which in this instance is the Mullumbimby Showground Trust.

A Trust under Part 5 of the Crown Lands Act, 1989 is a body corporate appointed to manage a reserve under the Act. A Reserve Trust enjoys complete autonomy to determine all matters concerned with, and incidental to control and management of the lands vested in it including:

- To issue temporary licences for periods of up to 12 months for the prescribed purposes
- To enter into maintenance contract
- To determine development of the land (subject to Crown consent)
- To determine any entry fees payable in respect of the reserve
- To request the Governor, on its behalf, to make by-laws or rules for the management of the reserve
- To employ people to work for it

- To sue or be sued
- To authorise all voluntary works programs on the reserve (subject to planning controls)

The Crown still retains certain overriding powers, limited to:

- Removing the Board of Trustees or Corporate Trust Manager
- Dissolving the Trust
- Requiring the preparation of a Plan of Management
- Refusing consent to the lease, licence, sale or mortgage of lands proposed by the Trust

These powers are intended by the legislature to be used to force the Trust to administer its duties in accordance with the nature of the trust imposed on it.

See section 2.3.2 for further details regarding the roles and responsibilities of the Trust and the Crown in dealings with the land.

2.11 NSW North Coast Crown Reserves Management Strategy

In March 1994, a Management Strategy was produced to acknowledge that the North Coast Reserves are an important part of the state wide Crown Reserve System. The four main values of the Crown Reserve System are:

1. Conservation, including nature and cultural values.
2. Economic, including land and facilities and business development.
3. Recreation, from ovals, courts and sports complexes to swimming and surfing beaches and walking tracks.
4. Social, many Crown Reserves provide the opportunity for people to relax and enjoy interaction with individuals and groups.

2.12 Dedication

The Mullumbimby Showground is dedicated for the public purpose of “Showground”. It could be said that the notified purpose now embraces a far broader meaning than its traditional definition. However in some respects it also remains a potential legal constraint to broader use of the site in line with contemporary public expectations.

Mullumbimby Showground is dedicated for the public purpose of “Showground”. This Plan of Management addresses any inconsistency with existing or potential future uses and the scope of the declared public purpose of the dedication (showground) by seeking to formally endorse “Public Recreation”, “Community Purposes” and “Tourist Facilities and Services” as compatible and acceptable additional purposes under the Crown Lands Act 1989.

This scope of use includes, but is not limited to:

- Markets
- Events and festivals
- Shows and performances
- Camping
- Meetings and gatherings
- Circus performances
- Walking, cycling and riding
- Multi-purpose facilities

3. Values of the Showground

3.1 Reserve Values

Mullumbimby is located in the Brunswick Valley, 20 km north west of Byron Bay in the picturesque Byron hinterland. The surrounding region is one of the most diverse in NSW and ranks extremely highly in terms of grass roots community participation with environmental significance and high tourism values.

Showgrounds have long been iconic features of many of the major towns of the Northern Rivers. The community of the Brunswick Valley is a dynamic and eclectic one, and the Mullumbimby Showground offers a connection between past, present and future lifestyle of the community. Similar nearby Showground examples include Bangalow to the south, Murwillumbah to the north and Grafton some 150 km to the south. There are showgrounds dotted around the towns, villages and hamlets that make up the Northern Rivers. The Showground collective contributes to the region's cultural diversity, recreation and tourism values and contributes significantly to the character of these areas. They also reflect the agricultural heritage of the region.

The Mullumbimby Showground provides a space where a diverse range and number of community members contribute to creating a unique historical, social and recreational asset for the town. Changing demographics in the area have steadily increased the need for improved access to, and more diverse use of the Showground site and its facilities.

The Mullumbimby Showground provides a unique range of social, environmental, cultural, economic and recreational values and opportunities. These values were assessed following evaluation of:

- The current and future potential use and management
- Consultation with stakeholders, user groups and the community (both in 2008 and 2013)

The strategies and outcomes outlined in this Plan have been developed to protect and enhance the following values:

- Social
- Cultural
- Recreational
- Environmental
- Economic

3.1.1 Social

The Mullumbimby Showground provides important social infrastructure for the local community and people visiting Mullumbimby for events and activities. The Showground has long been used for meetings, social gatherings, community leisure, learning and development activities and celebrations of the agriculture industry. Important community and social values include:

Sense of Identity

Many community members have had a long association with the site. Coupled with this sense of pride and ownership is a strong sense of custodianship amongst users and desire to protect and enhance this important public asset for future generations.

Health and Wellbeing

It provides a space for physical and social connections. The community desire to get back to basics have fostered the Farmers Markets and interest from the Men's Shed (who focus on men's mental wellness through re-connection with other men).

Arts

It is a venue for the creative industry sector through events, performances and with user groups such as Spaghetti Circus Inc. Future opportunities for the site should be linked to arts and the creative industries.

Learning and Celebration

The Showground has been used, and will continue to be used as a place of learning and celebration for example, agriculture through the annual show (now in its 106th year), and arts through Spaghetti Circus etc.

3.1.2 Environmental

Byron Shire has extremely high levels of biodiversity at the ecosystem, species and genetic levels. The Shire is located in the Wet Subtropics Bioregion, an area of great ecological significance. This is one of the richest and most diverse regions for fauna and flora in Australia and is exceeded, or equaled, only by the south west of Western Australia and the Wet Tropics in Far North Queensland.

The New South Wales Far North Coast is in a region with the highest frog, snake and marsupial diversity per unit area of land in Australia. The region's bird diversity is second only to the Wet Tropics. Over half the State's plant species grow here in the northeast corner. Species from tropical and temperate zones intermingle here with many reaching their southern and northern distributional limits respectively in the region⁷.

A combination of higher than average rainfall, mild climatic conditions and variation in topography, geology and altitude interact to support a diverse range of ecosystems.

Byron Shire supports amongst the highest number of threatened species in New South Wales. Approximately 70 plant species and 90 animal species recognised as vulnerable or endangered are known to occur in the Shire including the iconic koala. On the one hand this reflects the region's status as a hotspot for biodiversity in Australia, but on the other, it reflects adverse consequences of land use over the past 160 years.⁸

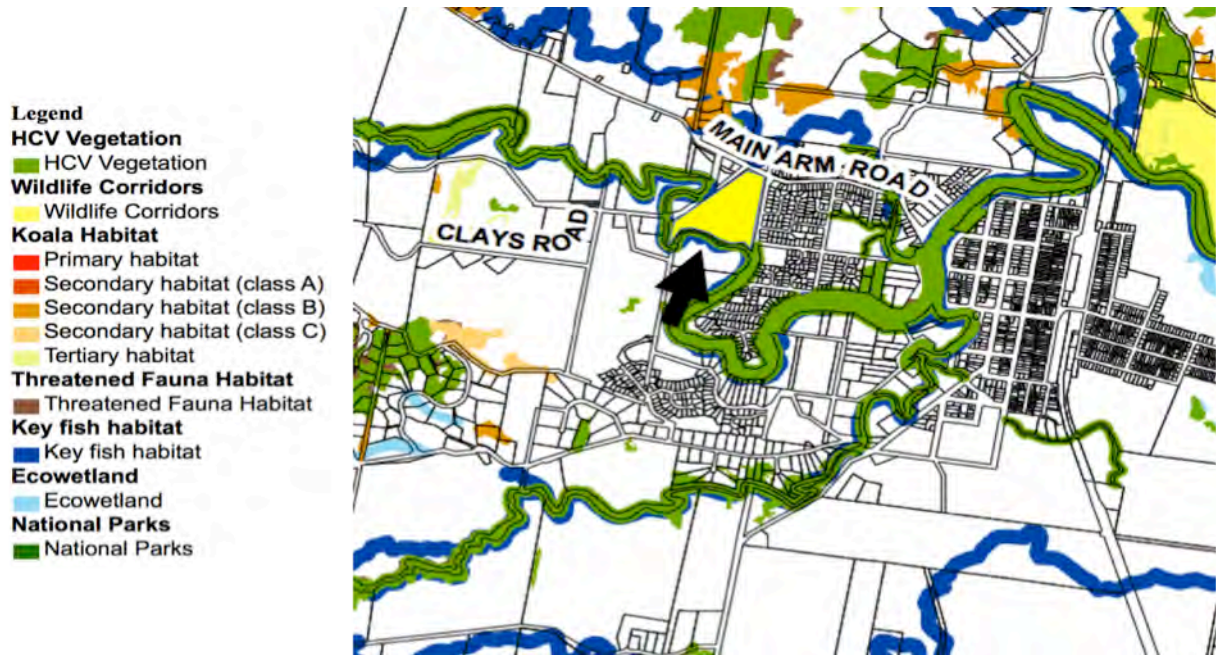
The Showground is located alongside the Brunswick River. The Brunswick River is a tidal estuary included within the Cape Byron Marine Park. The riparian zone is considered high conservation value vegetation, and a key fish habitat area.

The site contains threatened species and habitat for threatened flora and fauna, including but not limited to *Phyllanthus microcladus* (Brush Sauropus) and *Syzgium moorei* (Coolamon or Rose Apple). This is further outlined in diagram 10 below, where high conservation vegetation and key fish habitat has been identified by Byron Shire Council in its environmental map.

⁷ Byron Flora & Fauna Study 1999

⁸ Biodiversity in Byron Shire, Byron Council, 2007

Diagram 10. Byron Shire Council Environmental Mapping



High conservation value vegetation⁹ is the name given to areas of land identified as containing important environmental values. These areas are calculated and mapped using a methodology adopted in the Byron Council Biodiversity Conservation Strategy (2004).¹⁰

Key fish habitat¹¹ mapping was developed in 2007 by the Department of Primary Industries across the state. Key Fish Habitats are those aquatic habitats that are important to the sustainability of the recreational and commercial fishing industries, the maintenance of fish populations and the survival and recovery of threatened aquatic species. Key Fish Habitat includes all marine and estuarine habitats up to highest astronomical tide level (that reached by 'king' tides) and most permanent and semi-permanent freshwater habitats including rivers, creeks, lakes, lagoons, billabongs, weir pools and impoundments up to the top of the bank.

⁹ Byron Shire Biodiversity Conservation Strategy 2004

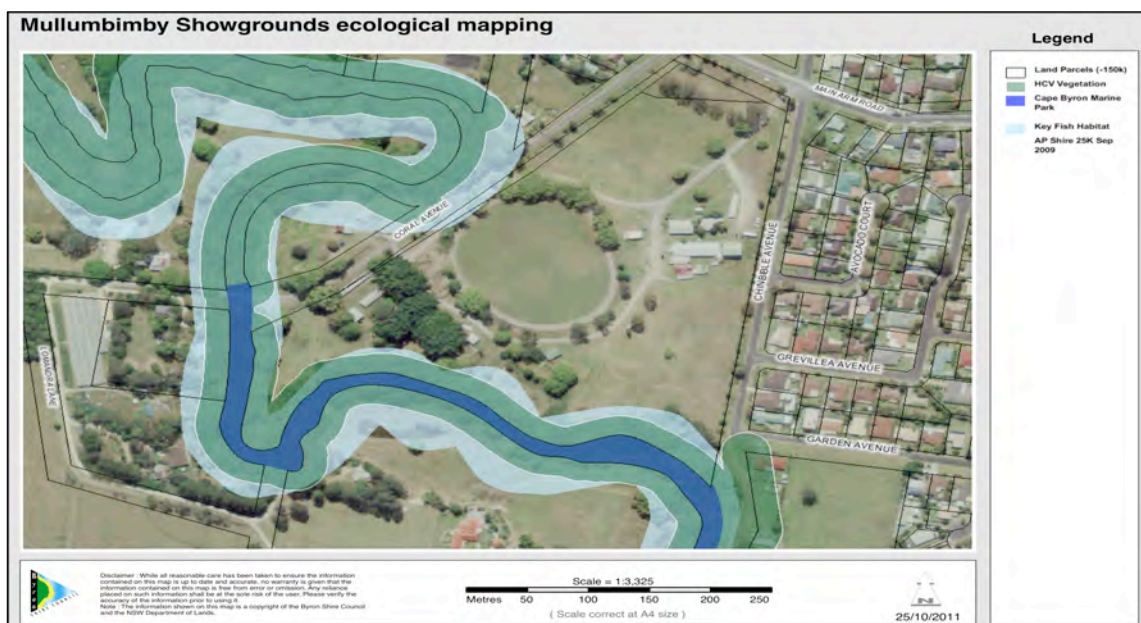
¹⁰ Byron Shire Environmental Mapping

¹¹ Byron Shire Biodiversity Conservation Strategy 2004

Table 2. Environmental Summary of the Showground¹²

Details	Mullumbimby Showground
Property area	9.5 Ha (approx)
Zoning (Byron LEP 1988)	2A residential
Restoration & Riparian area	1.8 Ha (approx.)
Geology and landform	Alluvial flats
Topography	Approx 10m above sea level
Aspect	Most of the site is flat with a southerly facing creek bank
Existing vegetation Cover	Field Vegetation classification: Sub tropical rainforest re-growth with varying levels of Camphor Laurel and other environmental weed invasion. Landscape plantings present.
Conservation status	HCV (High Conservation Value Vegetation), known threatened species (flora & fauna) habitat, Brunswick Estuary within the Cape Byron Marine Park
Threats	Weed invasion (significant)
Priority environmental weeds	Broad Leaf Privet, Camphor laurel, Cestrum, Coral Tree, Madeira Vine, Ochna, Blue Morning Glory

Diagram 11. Mullumbimby Showground ecological mapping¹³



¹² Brunswick River Riparian Vegetation Restoration Project, Mullumbimby Showground Brief Action Plan 2011, Dave Rawlins

¹³ Byron Shire Council (NSW) <<http://www.byron.nsw.gov.au>>

3.1.3 Cultural

Aboriginal Cultural Heritage

The Mullumbimby Showground is situated within the Bundjalung Nation. Bundjalung is a name derived from a clan name of this diverse group related by language and culture.

The Bundjalung people are comprised of many clans or tribes with distinct countries or tribal custodial areas. These people were never a nation politically pre European settlement, but shared a commonality through languages and culture in the Northern Rivers Region. Each tribal group post colonisation maintained distinct tribal identities.

It is acknowledged that Byron Shire contains a wealth of Aboriginal cultural sites which include middens, stone arrangements, rock shelters and tool-making sites. Additionally, many Aboriginal words have survived in the names of places - Mullumbimby is an Aboriginal word for small roundhill. These all testify to the long period of occupation of this area by Aboriginal people prior to the arrival of Europeans.

Protection and preservation of culturally significant areas and the environment is very important to the Bundjalung of Byron Bay and wider Bundjalung people. The landscape around the Byron Shire has many culturally significant areas that are inter-related. These include the lands and waters, plants and animals, special places and stories.

Historical Cultural Heritage

Cedar-getters and boat builders made frequent trips up the river from Brunswick heads for materials, and a campsite was established at the junction of the three arms of the Brunswick River. Because the river is tidal, could be easily navigated and gave access to all areas of the catchment, it proved an excellent location for bullock teams to cross the river with their wagons loaded with timber. The campsite site grew to become a village, and in 1888 the village of Mullumbimby was proclaimed.

In 1897 the site of the Showground was set aside as Reserve 25961 for public recreation. In 1903 it was changed by notification of Reserve 36961 for Showground. The first Trustees were appointed in 1904.

In 1907 the Mullumbimby Agricultural Society held the inaugural show at the Showground.

The showground was dedicated in 1929 to reflect its importance to the local community.

Over ensuring decades, infrastructure was built on the Showground, and further land parcels were added.

Equine activities including pony clubs and horse training have used the Showground for many decades.

The Agricultural show continues as a showcase activity at the Showground, however more diverse users have come to call the Showground home. For the past thirty years, this has included the Spaghetti Circus.

The diversity of users reflects the historical and demographical changes that have occurred in Mullumbimby over the decades.

A full history of the site, and excerpts regarding the history of the Agricultural Show can be found at appendix 7.3 and 7.4.

3.1.4 Economic

Mullumbimby Showground adds positive economic impact through the weekly Farmers Market, the annual Agricultural Show, creative industries through user group activity and events, and event camping.

Byron Shire Council has an economic development strategy that identifies the following industry areas of focus for the shire:

- Agriculture and food
- Building and construction
- Creative Industries
- Education
- Eco-forestry
- Green Industry
- Health and natural therapies
- IT and communication
- Tourism

Many of these industry sectors are, or could be, supported at the Mullumbimby Showground through various uses and events.

The review of other similar facilities in Mullumbimby and across the region indicates there are many showgrounds and other open spaces that are available.

However, few have the combination of facilities and beauty that the location offers.

An estimated 70,000 visits are made to the site per annum. Income generated from all activities on site is estimated at approximately \$45,000 per annum. In addition, the Trust and community members contribute a significant amount of volunteer time and effort to the management and maintenance of the Showground and associated activities and events. For a full summary of the Showground's financial statements, please refer to appendix 7.5.

The land was valued at \$1,700,000¹⁴ and a further \$600,000 for the buildings and improvements¹⁵.

This Plan has identified significant potential to enhance the financial performance of the Showground Trust and the economic contribution of the Mullumbimby Showground to the local economy in the future, through enhancement of facilities, increased hire, consolidation of operations and establishment of primitive camping.

3.1.5 Recreational

The Mullumbimby Showground provides scope for a diverse range of recreation opportunities and has a long history of community and recreational use. Recreational facilities include: agricultural show, equestrian facilities, events infrastructure, indoor community hall/meeting facilities, animal handling infrastructure and passive recreational areas that support activities such as walking, biking and camping.

Traditionally, recreational use has been associated predominately with the annual agricultural show and equestrian related activity. However, for over thirty years Spaghetti Circus Inc (nationally recognised youth performing arts company) has coached children, youth, and adults in the performing arts, particularly physical theatre and circus skills using the main pavilion and then a purpose built structure to the rear of this.

The Showground now hosts a weekly Farmers Market, which is growing in strength and support from the community. There is scope and demand to expand the number and type of markets held at the site.

¹⁴ Byron Shire Council Rates Clerk, April 2013.

¹⁵ NSW Trade and Investment – Crown Lands, Annual Return, 2010-11

There is a broad range of active and passive community and recreational activities and events as the demographics have changed and the needs of the community changed with them.

Camping associated with events held on site has proven popular and word of mouth promotion of the beauty of the site and its proximity to other major regional events has increased the demand for camping.

In the future there is likely to be greater need and demand for access to the site for camping to support the growth of events in the region and in the town – key economic drivers of the local economy. It is also anticipated that the site will be needed for events such as circuses and small-scale festivals that are seeking a location close to Mullumbimby town, but set in a rural and beautiful environment that embodies the regional clean and green brand.

Under-utilised buildings will give new community groups and service providers the opportunity to establish a base of operation, and participation from the creative arts sector should be further encouraged.

It is also anticipated that the future will see an increase in demand for people wishing to hire the grounds and/or buildings for gatherings such as weddings, ceremonies and small-scale parties.

4. Situation Analysis

Consultation has been integral to the development of this Plan of Management. A range of methodologies and data sources have been utilised including:

- Meetings with user groups (past, current and potential)
- Meetings with the Trust
- Workshop with users and community members
- Discussions with Council staff
- Discussion with NSW Trade & Investment – Crown Lands staff
- Consultation raw data from 2008
- Consultation with other Trusts and Administrators responsible for similar size and feature Showgrounds.

The consultations have identified the following matters within the parameters of a SCORE analysis that looks at the:

- Strengths
- Challenges
- Opportunities
- Risks
- Expectations

4.1 Strengths

- Location within Byron Shire
- Location to Mullumbimby town
- Size of the land
- Natural beauty of the site and surroundings
- Number of users who currently access the site
- Open space for walking, cycling and horse riding adjacent to a residential area
- Links with events in the region
- Diversity of assets
- Ability to accommodate high volume use and a wide variety of uses and users
- Supports wide range of programs and pursuits
- Multi-purpose and flexible design
- Increased demand for recreation/tourist camping
- Accommodates lease, hire, service provision/information service/other community focused spaces

4.2 Challenges

Asset Management

- Ageing Infrastructure and increasing maintenance costs
- Increasing operating and capital expenditure
- Need to improve OHS and disability access
- Increasing need to comply with legislative requirements and regulations
- Ad hoc maintenance generally driven by user donations/demands or available funding priorities

Mullumbimby Showground Trust | Plan of Management

- Buildings and facilities have been built for a single purpose and are unsuitable for multiple uses
- Vandalism and public safety concerns
- High cost to purchase and maintain equipment
- Caretaker role and contract arrangements
- Site access roads and assigned parking area
- Public amenities
- Lack of signage
- Council compliance matters
- Limited financial capacity amongst most user groups for facility development and operations

Strategic Site Development & Management

- No strategic site planning in place
- Ad hoc site development generally driven by user contributions and demands
- A need to upgrade infrastructure to meet acceptable standards
- Declining infrastructure limiting the ability to charge appropriate fees required for long-term viability
- Changing community needs, facilities not meeting contemporary users expectations for quality facilities and services
- Poor site drainage
- Limited understanding of the roles and responsibilities of the Trust by the users and the community
- Constraints include site dedication and purpose, flood risk, site profile, proximity to CBD and community of interest, security and financial resources

Operational Management

- Requirement for improved systems, policies & procedures, including risk management and legislative compliance
- Need for employment and caretaker arrangements
- Need to offer security of tenure for long term users through lease and licences
- Need to value and support volunteers, but in a manner that has strategic benefits for the site
- Community engagement with operational needs
- Accountability and transparency

Financial Management

- Main sources of income are ground hire including events and camping and infrastructure hire
- Requirements for improved business systems, policies and procedures and financial planning
- Accountability and transparency
- Funding and strategic business development strategy

Marketing

- Limited promotion of product development and service delivery
- Limited sponsorship and fundraising
- No marketing strategy

Environmental Management¹⁶

- Limited integration into local public open space network
- No environmental management or regeneration of sensitive riparian strip
- Need for operational vegetation management and strategic landscape management planning
- Costs for environmental management initiatives
- The loss of native vegetation cover as a result of prior land clearing activities. Evidence of grazing, and intensive uses such as roads and earthworks can be found throughout the site. This has resulted in the fragmentation, isolation and loss of connectivity to large areas of vegetation further resulting in loss of microclimate and many ecological functions.
- The diversity of environmental weeds that commonly occur in re-growth vegetation collectively poses a significant threat to the integrity of a site, mainly because weeds can occupy all niches/strata within an ecosystem.
- Vegetation on site occurs within a narrow linear strip, with a large edge to area ratio and is exposed due to having a limited internal area. Narrow vegetation patches are more prone to edge effects such as increased light, reduced microclimate due to sun and wind exposure and are weed prone. Further, the area is constrained as it directly adjoins development such as roads and footpaths so in many places can not be expanded upon.
- Some areas of the site are inaccessible due to very steep banks. These are further prone to erosion when weeds are removed.
- Weeds can inhibit the regeneration of native species through direct competition for light, moisture and nutrients, and modification of vegetation structure. Weeds will always be an issue as they will be deposited after floods.
- Dumping of waste prevents the ability of native seedlings to germinate and the dumping of green waste can cause weed infestations.

¹⁶ Brunswick River Riparian Vegetation Restoration Project, Mullumbimby Showgrounds, Brief Action Plan 2011, Dave Rawlins.

4.3 Opportunities

4.3.1 Recreational Camping

Mullumbimby Showground has development approval to operate primitive camping, as well as camping associated with events with special approval from the Trust.

The opportunity for the Trust:

- Respond to the increasing demand for camping at the Showground
- Generate a significant income stream for the Trust
- Increase access to the site to a broader community sector

4.3.2 Multi-purpose Community Facility

- There are limited community facilities in Mullumbimby
- Best practice trend for co-location of a range of indoor/outdoor community activities at one site, to maximise use, facility provision, management efficiency & viability
- Opportunities to adapt the site's current infrastructure and capitalise on existing usage and future demand for Mullumbimby Showground
- Potential activities/uses identified include:
 - Meetings/conferences/social gatherings
 - Education & training programs
 - Arts studio, education, industry development (i.e. Arts industry hub)
 - Youth and general community programs & activities
 - Sport & Recreation
 - Dance & Performance Space
 - More diversified markets
 - Exhibition and showing space

4.3.3 Other Facility Development Opportunities

- Temporary events staging
- Complementary facilities to improve the product offering and support growth of tourism activities onsite.
- Playground
- BBQ and picnic amenities
- Camp kitchen
- Improved amenities, including disabled facilities
- Improved lighting and pathways
- Improved road and parking infrastructure

4.4 Risks

- Poor planning
- Lack of maintenance
- Lack of financial capacity of the Trust and the user groups to create and realise opportunities
- Existing loans – size and length of term
- Risk aversion of the Trust
- Byron Shire Council's new LEP has not been adopted by the Minister as yet
- Proximity to neighbours

4.5 Expectations

- Well-maintained facilities
- Consistent management approach for all users
- Respect for and acknowledgement of past contributions
- Remains as open space, not too many buildings
- Opportunities for income generating activities
- Facilities that allow for more diverse range of users
- Accountability to Minister and community of NSW

5. Management and Operational Development

Mullumbimby Showground Plan of Management has three strategic directions. They are:

- Improve existing operations
- Stabilise the financial foundations of the Showground Trust
- Commence new business actions

5.1 Strategic Direction 1 – Improve Existing Operations

Goal	Action
Legal status must be correct and supportive	<ul style="list-style-type: none"> ▪ Align dedication purpose with current and future identified use, needs and demands ▪ Align current use with Council current/future LEP, in partnership with Council.
Shared Vision	<ul style="list-style-type: none"> ▪ The purpose of the Plan of Management and Master Plan is to provide a clear direction for the future of the Mullumbimby Showground. As previously stated the document consolidates a range of available information as well as capturing current thinking, including the community’s expectations and values regarding the site. Without generating further interest, the Trust will find it difficult to move forward. The direction and focus of the Trust should therefore shift to promoting the vision for the site, rather than only managing day-to-day maintenance. ▪ Establish communication mechanisms to better promote and raise awareness of the Trust roles and responsibilities, amongst key users, stakeholders and the community. Consider: <ul style="list-style-type: none"> ▪ Website ▪ Site maps and brochure ▪ Induction manual ▪ User group meetings (biannual) ▪ Internal and external signage
Administration	<ul style="list-style-type: none"> ▪ The Mullumbimby Showground is managed by the Mullumbimby Showground Trust. It is recommended that the Trust structure remain however its membership should reflect the broad nature of the desired partnerships with community and users that need to be developed to ensure that the strategic aims for the Showground (to increase utilisation and become financially viable etc) are met. It requires skill based Trustees. ▪ The Trust is responsible at the strategic level, but must employ the necessary operational team to implement this Plan of Management and support the volunteer nature of the Trust. ▪ Should a skills based Board not be possible, it is recommended that the NSW Trade & Investment – Crown Lands appoint an administrator to manage the site. A community advisory group could be formed to support and work with the Administrator. <p>Establish a Trust office where:</p> <ul style="list-style-type: none"> ▪ All files are securely kept ▪ A consistent mailing address exists ▪ Notice board with relevant information for users be erected

	<ul style="list-style-type: none"> ▪ Formalisation of communication channels with and between user groups and the Trust (suggestion box, notice box for users) takes place ▪ Promotion of Trust, their profile, roles and responsibilities is based ▪ The Crown Lands (General Reserves) By-law 2006 does not currently apply to Mullumbimby Showground, therefore a request should be made to have it be added to the schedule of the By-law.
Operational systems are in place	<ul style="list-style-type: none"> ▪ Development and implementation of operational procedures and policies for all activities on the site including, but not limited to: <ul style="list-style-type: none"> ▪ Bookings and site access ▪ Parking ▪ Hiring and user agreements ▪ Fees and charges <ul style="list-style-type: none"> • Standardisation of fees and charges for all facilities using a three tier structure (charity, non-profit and commercial) • No further 'free' access ▪ WH&S and risk management ▪ Induction of volunteers, workers, contractors, hirers and users of the site, and Trustees ▪ Key management system and register ▪ Water and waste management ▪ Staff job description ▪ Communication strategy developed and implemented ▪ Seek funds for a professional risk management planner to undertake risk policy and planning work.
Have developed Trust policies on various issues	<p>Develop policies on issues such as:</p> <ul style="list-style-type: none"> ▪ Signage (internal and external) ▪ Architecture for new buildings and restoration ▪ Heritage protection and enhancement ▪ Landscaping ▪ Tendering ▪ Donations and sponsorship ▪ Resource conservation (e.g. water, electricity, waste) ▪ Emergency response and evacuation

<p>Existing user and community groups are involved and supportive of the Plan of Management and its strategic directions</p>	<ul style="list-style-type: none"> ▪ Improved marketing and promotion ▪ Improved directional and promotional signage ▪ Adopt a full Cost Accounting system to recognise donations, sponsorships and contribution of volunteers. ▪ The Mullumbimby Show Society be recognised as integral to the site, however the facilities required to stage the event, can and must, also be used by other groups. All items that belong to the Show Society to be removed and stored in facilities that have a licence for such purposes. ▪ Equine activities are a key focus for the site but there are poor supporting facilities. Equine users must contribute to the maintenance and upgrade of facilities. ▪ Work with the local Historical Society and the Show Society, to ensure historical Showground items and records are adequately stored, and where possible and appropriate, display heritage items onsite. ▪ Environmental groups be encouraged to re-engage with the site and this relationship formalised through a Memorandum of Understanding (MOU). ▪ Trust to host at least 2 user group meetings each year to inform them of activities and strategic decisions. ▪ Annual financial returns provided via the Crown Reserve Reporting System to be made available to all users. ▪ Annual budgets and cash-flow statements should be made available for all users. ▪ Develop volunteer management strategy. Strategy should consider attraction and recruitment, induction, training, recognition and rewards. ▪ Establish Trust working groups to work on specific projects. Working groups to include user groups. ▪ Ensure users are aware of all new policies and procedures through communication and promotion.
<p>User groups have fair and legal tenure arrangements in place</p>	<ul style="list-style-type: none"> ▪ Develop, document and promote formal usage agreements. <p>A lease and licence provide different legal use of Crown lands. A lease of Crown lands enables exclusive use over a particular piece of land for a specified term and purpose, whilst a licence is a contractual agreement that grants the licensee a personal right to occupy the use of Crown lands for a particular purpose. A licence does not provide exclusive use of the area of land as other persons may be permitted to use the same area of land. Under the Crown Lands Act, 1989; a person, organisation or business may enter into a lease or licence for appropriate use of Crown lands provided that:</p> <ul style="list-style-type: none"> ▪ Management of the land is in accordance with this Plan of Management, relevant Crown land policies and guidelines; ▪ The use of the land is in the public interest; ▪ The lease should be for the shortest term possible and usually not exceed 20 years. In exceptional circumstances

	<p>terms of greater than 20 years may be considered where significant financial investment is involved, or the lessor is a long term user of the reserve which is specifically set aside for that purpose (for example Show Society of a showground);</p> <ul style="list-style-type: none"> ▪ The granting of the lease, license or estate is in accordance with the relevant provisions of the Crown Lands Act, 1989. ▪ Licences and leases may be granted for purposes that are consistent with the permitted purposes of the Mullumbimby Showground. Permitted uses must also be consistent with the land use zone. <p>There are numerous regular, semi-regular and seasonal (annual) users of the site. The following approach is adopted:</p> <ul style="list-style-type: none"> • Licences may be granted for special occasions and other uses (e.g. festivals, markets) provided that the proposed use/activity is in accordance with all legislative requirements, respects the values and designated use of the management and Master Plan precincts. ▪ Where the purpose of the licence is prescribed in the regulations (Section 108) a temporary licence agreement may be granted and this will not require the consent of the Minister. Any licence for a purpose that is not prescribed will require the consent of the Minister regardless of the term. ▪ Licences to community-orientated organisations should be for no longer than 5 years with the rent to be reflective of the nature of the activities. ▪ For major developments, leases will be permitted up to 30 years and will require detailed assessment by the NSW Trade & Investment – Crown Lands. <p>All funds obtained from leases or licences are to be directed towards the enhancement and maintenance of the Showground subject to the Crown Lands Act, 1989 and Crown Land policies.</p>
<p>Appropriate management and staffing arrangements are in place</p>	<p>The Trust sets the strategic direction. Operational staff are required to implement day-to-day requirements. With improved supporting services (staff) there is the capacity to cater to a wider range of activities including cultural and social events. This will in turn generate income for the Trust. Staff are an investment in the future of the site.</p> <p>Two roles are identified: Site manager and a grounds-person.</p> <p>Arrangements must satisfy all legal requirements and be in line with the Trust handbook.</p> <p>Work for the dole teams should compliment the work of the grounds-person.</p> <p>A 12-month plan for all ground works, to be developed by the staff and approved by the Trust.</p>

	<p>The manager should be onsite for 20 hours/week building up as budget allows and workload requires. This role is central to reporting, financial management (could replace the consultant book-keeper), policy and procedure development, implementation and enforcement. The manager will oversee the grounds-person role and report directly to the Trust.</p>
<p>Financial management systems are in place</p>	<ul style="list-style-type: none"> ▪ Develop electronic based financial management system and associated delegated authority to support more efficient fee collection and invoice payments. ▪ Production and distribution of: <ul style="list-style-type: none"> ▪ Monthly profit and loss statements ▪ Cash-flow statement (at least 6 months in advance at all times) ▪ Monthly balance sheet ▪ Identify full costs of service and maintenance, cost of finance (servicing loans) ▪ Develop and implement an asset improvement levy ▪ Develop sponsorship and donation policy and targets ▪ Report financial position at Trust meetings, and copies sent to the NSW Trade & Investment – Crown Lands ▪ Annual financial returns are made available to all users for their information. Annual budgets and cash flow statements should be made available for all users for their information ▪ Ensure all assets are registered for insurance purposes <p>Investigate options for shared equipment and material purchases with best-fit partners.</p>
<p>Environmental leadership</p>	<ul style="list-style-type: none"> ▪ Work with key partners such as Landcare and EnviTE to develop an environmental management plan. Formalise this relationship with a Memorandum of Understanding (MOU) ▪ Implement the riparian restoration project with Landcare ▪ Ensure all environmental initiatives are publicised and community engagement and participation encouraged ▪ Ensure all new plantings are endemic to the area and follow the environmental management plan ▪ Resource conservation

Existing facilities improved	<ul style="list-style-type: none">• Seek funds to undertake an asset audit and condition assessment. Consider heritage status and compliance issues.• Develop an annual maintenance and upgrade plan. Prepare associated budget (target) and inform all users and NSW Trade & Investment – Crown Lands. Secure funds to implement maintenance and upgrade plan including user levy.• Seek funds for:<ul style="list-style-type: none">▪ Roads and carpark▪ Electricity upgrades▪ Renewable energy initiatives▪ Signage▪ Security upgrades▪ Entrance beautification▪ Camping infrastructure▪ Environmental restoration project implementation▪ Building restoration▪ Drainage upgrades▪ Independent water supplies▪ Ticketing booth infrastructure
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5.2 Strategic Direction 2 - Stabilise the financial foundations of the Showground Trust

Goal	Action
General Financial Performance	<p>A review of the financial performance of the Mullumbimby Showground Trust has been undertaken. While there appears to be available funds (approx \$30,000) these funds are insufficient to maintain the current facilities and upgrade the Showground to meet the objectives of this Plan of Management and Master Plan. There appears to be very little profit generated on a year-by-year basis.</p> <p>For the Trust to move forward and implement the strategies in the Plan of Management and Site Master Plan the focus of the Trust needs to include (but not be limited to):</p> <ul style="list-style-type: none"> ▪ New pricing structure that balances current needs of users against the long term financial needs of the Showground. ▪ Capitalise on the available commercial opportunities at the site (including primitive camping and venue hire) as a means of drawing income. ▪ Use the Plan of Management and Master Plan as a means of promoting the vision for the site to gauge interest from potential partners in order to promote community and commercial interest. This should include sponsorships, donations and consider commercial partnerships for activities on the site. ▪ Identify and target potential sponsors with good fit to Showground, users and the Showground vision and values. <p>Adopt a planned and coordinated approach to attracting funds. Consider:</p> <ul style="list-style-type: none"> ▪ Development of criteria to assess projects for priority funding ▪ Identify priority project list, with fully budgeted activity ▪ Work with users, stakeholders and partners to co-ordinate submissions and garner support
Commercial Arrangements	<ol style="list-style-type: none"> 1. The Showground Trust pursue commercial activities, and draw from those activities, a rent and / or profit that will be used to benefit the Mullumbimby Showground. Income generating activities will be required to undergo a public interest test. 2. These activities will include, but not be limited to, the operation of the primitive camping area, and venue hire for semi-regular and seasonal (annual) users.

Increase utilisation of existing facilities	<ol style="list-style-type: none">1. The Showground be clearly promoted as a venue for usage to charities, non-profit organisations and commercial entities.2. Those who express an interest in becoming a user be encouraged and supported to access the site. Rates to be consistently applied across three categories (charity, non-profit, and commercial).3. Communicate with existing users increases in fees and charges with significant lead-time to allow their organisations to financially adjust to new prices (recommended 3 months notice).
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5.3 Strategic Direction 3 – Commence new business initiatives

Goal	Action
New business development opportunities are planned and tested	<ul style="list-style-type: none"> ▪ This would include at a minimum a feasibility analysis based on cost-benefit-risk for the Trust. Followed by a business plan if feasibility analysis proves the opportunity is worthy of support. ▪ Funds are secured following the development business plans. ▪ Ensure key users are involved and informed of business development planning initiatives and implementation.
Primitive Camping	<ul style="list-style-type: none"> ▪ The Master Plan has identified precinct (Precinct C - Camping) be set aside for possible primitive camping use. ▪ Work with offsite event organisers and local operators to package and promote camping ▪ Supporting infrastructure to be built
Multi-purpose Venue (function centre)	<ul style="list-style-type: none"> ○ The food hall be upgraded and refurbished as a function centre for events, meetings and activities ○ This would require lining the venue, polishing the concrete floor, improving the lighting and upgrading the kitchen to basic operational commercial standard ○ The existing office would be relocated out of the building ○ Beautification of the entrance including appropriate lighting and signage ○ Improved security of the building
Revitalise the market precinct	<ul style="list-style-type: none"> ▪ Investigate restoration of Beer Hall and expansion of its use
Multi-purpose Upgrades	<ul style="list-style-type: none"> ▪ Consider multi-purpose upgrades that complement the existing facilities that target events and activities as well as being able to complement the ongoing uses such as the Show. ▪ Consider construction of a covered area to build wet-weather options for markets and other activities.
Future Commercial Activity	<ul style="list-style-type: none"> ▪ Investigate options and feasibility to develop and run events. ▪ Consider the option of more active engagement with the creative industry and its development.

6. Master Plan

6.1 Trends Behind Master Planning

On review of the history of many showgrounds it is evident that their use, functionality and identity have changed. Showgrounds were once the primary venue for agricultural and equine events and activities, however in recent times their use has fluctuated depended upon:

1. Competition with other venues
2. Suitability to meet user needs
3. The age and functionality of facilities
4. Design and development of the site

Despite this, communities generally demonstrate a strong connection (identity) with the Showground concept. This however does not necessarily mean that there is increased use.

Historically, showgrounds have generally been in the care and control of a community Trust. The development of the Showground was generally for livestock, hence the inclusion of a ring, stables and other associated facilities.

Recent history has shown that Showgrounds that have not adopted a multi-purpose focus have generally found it difficult to maintain viability. This is due to limited events, lack of (or poor quality) infrastructure, and competing facilities throughout the area.

The following industry trends in relation to Showground developments have been identified from consultation with other Showground managers and exhibition providers:

1. Showgrounds are increasingly being redeveloped as venues that support a range of community functions.
2. The facilities are often more flexible so that they can adapt to different user requirements as well as events of differing sizes.

Asset management is important and designs that are low maintenance make the facility more viable.

Facility managers are being proactive in securing events. It is no longer appropriate to sit and wait for a booking. Events are being secured or new events are being created. Tourist authorities, businesses, sport clubs and community organisations are leading the way in this regard.

Contemporary expectations of facility quality, as well as legal and code requirements, demand a higher standard of facility than has been provided, or accepted, in the past. Caterers are requiring larger and more sophisticated kitchens to meet legislative requirements controlling food handling and food storage.

Storage requirements, car parking and public amenities are a key component of facility design.

One of the key principles in the master planning of existing showgrounds is the integration of buildings and activity areas while maintaining precincts for the range and variety of uses in order to minimise user group conflict. These precincts have been found to incorporate the following:

1. Multi use hall
2. Livestock exhibition areas
3. Food, catering and amenities
4. Car parking, amenities and infrastructure (including internal roadways, foot paths etc).

Factors taken into account in the development of the principles of redesign or to guide Showground master planning include:

- Clear function for the Showground. This is usually anchored by one or two major events and numerous 'core' regular users.
- Income generating capacity
- The capacity for the site to cater for unmet needs in order to promote viability.

6.2 Mullumbimby Showground Master Plan

The Mullumbimby Showground Master Plan aims to bring together the current trends guiding Showground master planning as well as incorporating the feedback from the various consultations with user groups and the Trust. The Showground Master Plan has taken into account the site's characteristics and aims to highlight the areas strengths, mitigate identified challenges and capitalise on its opportunities.

6.3 Goal

The goal of the Master Plan is to optimise the use of, and access to, the site in a sustainable way .

Further the Master Plan outlines how this will be achieved including:

- Dedicated precincts that define areas and associated uses and also protect and enhance the Showground.
- A flexible/multipurpose design that accommodates existing and new user groups with minimal outlay, in a staged approach over time.
- Protection and enhancement of the open space of the Showground.
- Increase social and recreational access.
- Design principles for new buildings and structures to ensure that future development is consistent with, and contributes to, the overall appearance and sustainability of the Showground that reflects both its heritage and rural feel.

6.4 Principles to Increase Utilisation

To increase utilisation there needs to be a focus on events and activities that will draw people to the site. This will need to include the increased capacity of existing events as well as catering to potentially new people/groups. To achieve this the following is recommended:

- Improve the appearance and functionality of the Food Hall and Beer Hall.
- Improve opportunities for passive recreation and the creation of picnic areas, walking/cycling paths, seating, children's play area etc

- Improve the general appearance of the Showground site. This will primarily involve the maintenance of the buildings and other infrastructure such as fencing and entrance beautification, vegetation planning and environmental restoration.
- Renovate the previous caretaker building, for conversion into an administration and storage facility.
- Retain and enhance the area's visual appeal and heritage significance.
- Create sustainable resource options for utilities such as water, power and gas.

6.5 Master Plan - Precincts

The Master Plan provides the parameters for the location and type of all current and future activities at the Showground. The Master Plan has been developed with six precincts and four environmental priority areas, based on the location of existing infrastructure, utilities and environmental constraints of the Showground. Further, the Plan reflects the social, environmental, cultural, recreational and economic values of the Showground. Thus the designation of discrete precincts on the Showground consolidates (or clusters) current activities, strengthens strategic planning for future development and activities and protects the open space of the Showground. Further, it allows for clarity on any location that is being leased or licenced, and the associated approved purpose for that site.

There are six precincts designated for the follow purposes:

Events: The primary location for small events at the site e.g. circus, shows and festivals.

Camping: The location of primitive camping on the site - close to power, amenities and fire protection equipment, and in future the camp kitchen. Clustering camping activity will ensure compliance with DA requirements and will allow for strict supervision of necessary environmental controls (noise, waste etc).

Building: The location for the majority of current buildings. This precinct will ensure that all future infrastructure development protects open spaces. This will eliminate any future adhoc infrastructure development, which has occurred in the past. This precinct also takes advantage of the current location of utilities.

Markets: The location for users requiring the use of temporary infrastructure such as small tents/marquees, and for high volume foot traffic events such as markets. This area includes the proposed upgrade to the Beer Hall and the addition of a multipurpose wet weather area. Nurturing and protecting the natural beauty of this area is critical and this is why temporary structures and foot traffic only activities are recommended.

Parking: Consolidating, controlling and restricting internal car movements and car parking for all activities at the Showground is essential for the safety of visitors and users of the Showground. Further, it is a key component of protecting internal road infrastructure and the grounds.

The Showring: Whilst not marked as a precinct on the map, it is a fenced area and is a dedicated precinct. The primary use of the showring is for equine activity.

An environmental priority area has been defined and broken into four sub-areas. The environmental management plan for the Showground (to be developed) will outline permissible activities and constraints for these priority areas.

Unmarked areas should be considered as flexible space for temporary activities, all of which will require the permission of the Trust for use in any way.

A note on whole of site hire: Events and activities that require the hire of the entire site will require the submission of an application of proposed use for approval by the Trust. The application must outline the proposed use of any precinct that is different from that shown in the master plan including the type and level of use intended.

Activity outside of the approved precinct use will require the written approval of the Trust.

The following diagram is the Master Plan for the Mullumbimby Showground. It is further supported by utilities map (section 6.6) and the Flood and Environmental Constraints Map (section 6.7).

6.5.1 Master Plan - Precincts



Mullumbimby Showground Trust | Plan of Management

6.6 Master Plan - Utilities

This map outlines the location of all existing utilities and must be used to define the safe location of all activities at the Showground.



6.7 Master Plan - Flood and Environmental Constraints

Proposed activities and infrastructure development (BBQs, paths, picnic areas etc) alongside the river should be planned in line with these constraints. Flood evacuation plans should be developed for the Showground. All activities within these areas require the written permission of the Trust.



6.8 Funding Streams

The funds needed for the proposed Plan of Management will need to be sourced in a number of ways. There is a range of potential funding sources and options for consideration in implementing this Plan. They include but are not limited to:

- NSW Trade & Investment – Crown Lands
- Local & Commonwealth government
- Non-government funding sources
- Fees and charges

Funding opportunities will influence the staging and focus of the development, management and operation of the Showground. The key funding opportunities are outlined as follows however it is stressed that funding sources can change substantially over a short period of time however an established Plan of Management and Master Plan will provide a sound basis for any funding submissions.

6.8.1 NSW Trade & Investment – Crown Lands

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

- Public Reserves Management Fund - The Public Reserves Management Fund provides loan monies and limited grants to Trusts. These funds are available for improvement works to Crown reserves and provide for both capital development and asset maintenance projects.
- Assistance for Showground - Funds are provided annually by the State Government for the development and maintenance of showgrounds. Known as the Showgrounds Assistance Scheme, it is part of the Public Reserves Management Fund. Both Crown reserves and freehold showgrounds are eligible for assistance under the scheme. The scheme funds the balance of costs of projects beyond the scope of the available local funds. It is essential that there is a local contribution, whether monetary and/or manpower, with any funding proposal.

- Assistance for caravan parks - Funding is provided annually by the State Government for the development and maintenance of caravan parks and camping grounds on Crown reserves. These funds are provided as grants for infrastructure and as low-interest loans for commercial enterprises. The program is known as the Caravan Parks Levy Scheme, and is part of the Public Reserves Management Fund.
- Weed, Pest and Feral Animal Control on Crown Lands - The NSW Trade & Investment – Crown Lands has a cost sharing arrangement with Department of Primary Industries and the Noxious Weeds Advisory Committee to fund weed control projects on Crown land. Trusts can apply to the NSW Trade & Investment – Crown Lands for any serious weed control projects on Crown land. The Department also funds a range of pest and feral animal control projects.

6.8.2 Other State Government Funding

A diverse range of other NSW Government Department Funding programs are available. Subscription to community builders to receive notification of all opportunities is advised.

6.8.3 Commonwealth Government Funding

The Commonwealth Government has a range of Departments and grant/funding programs that could be considered to assist in the development of facilities and/or ongoing operations of community facilities. Subscription to community builders to receive notification of all opportunities is advised.

6.8.4 Commercial Fundraising

Appropriate sponsorship could be one method of commercial fundraising that may offer some incentive to the sponsor as part of a naming rights or community initiative package.

6.8.5 Community Fundraising

History indicates that only low levels of capital funds have been raised from community fundraising. Community fundraising is usually tagged or used for equipment or minor upgrades. The benefit of community fundraising is generally obtained from leveraging other grant funding and demonstrating local commitment to a project.

6.8.6 Fees and Charges

As previously noted the fees and charges for the site are minimal and the overall income level from utilisation of site is low. This is reflective of both the low utilisation of the site, the quality of the existing infrastructure and historical changes

The overall fees and charges should be reviewed annually and be reflective of an aim to reduce the ongoing operational deficit of the site and improving standards of the facilities.

7. Appendix

7.1 Mullumbimby Showground Vision

- Maintain and improve asset → more useable open space for whole of community
- Increase utilisation
- Protect and enhance riparian zone
- Diverse user groups
 - Creative
 - Reflects whole of community
- Drainage
- Functional and guide – strategic development, future infrastructure
- Beautify
- Energise
- Improve grounds
- Clean grounds
- Upgrade camping
- Well maintained
- Not developed on specific users
- Improve economics of town
- Preserve historical
- Increase use
- Open space tread
- Protect our asset
- Whole community participant access (including disabled)
- Sustainable resource
- Economic viable
- Managed by and for the community
- Planning for future
- Change perception

- Improve aesthetic
- Facilitate change
- Respond to opportunity
- Strategic response
- Usage
- Pro-active
- Maintenance
- Vegetation Plan
- OH&S

Current Vision

The Mullumbimby reserve trust has made the first steps toward forming a vision for the reserve and to provide a focus for the objectives, strategies and processes set out in this Plan of Management. The vision is a broad statement of intent that sets in place a simple, positive and achievable direction for the future.

The vision for Mullumbimby reserve:

“To preserve, enhance and reflect the unique values of the rural and creative character of the Mullumbimby Showground within the Byron Shire as a means to promote a prosperous Showground for all community members to appreciate and enjoy.”

Revised Vision

Suggestions for Plan

- Improved grounds to encourage other use of the grounds within the community
- Increase use of stables
- Use grounds as a venue for weddings and other events
- Upgrade the camping facilities widen the area available
- Ensure buildings are maintained to a certain standards

Proper drainage installed and removal of excess soil from around the base of buildings

7.2 Current Infrastructure



Riparian area



Ride on Slasher

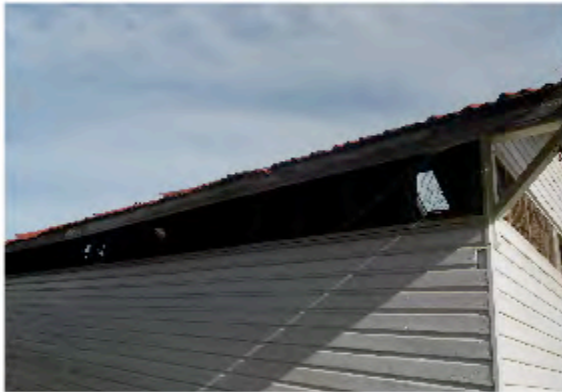


Poultry Pavilion





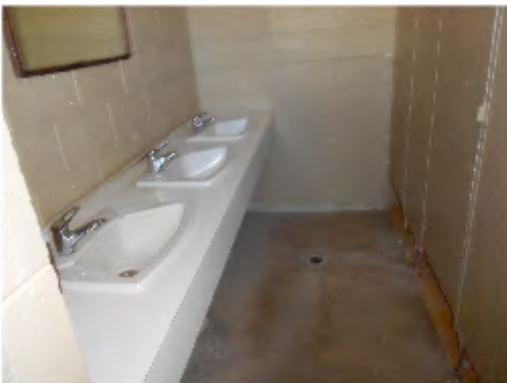
Poultry Pavilion extensive wall damage



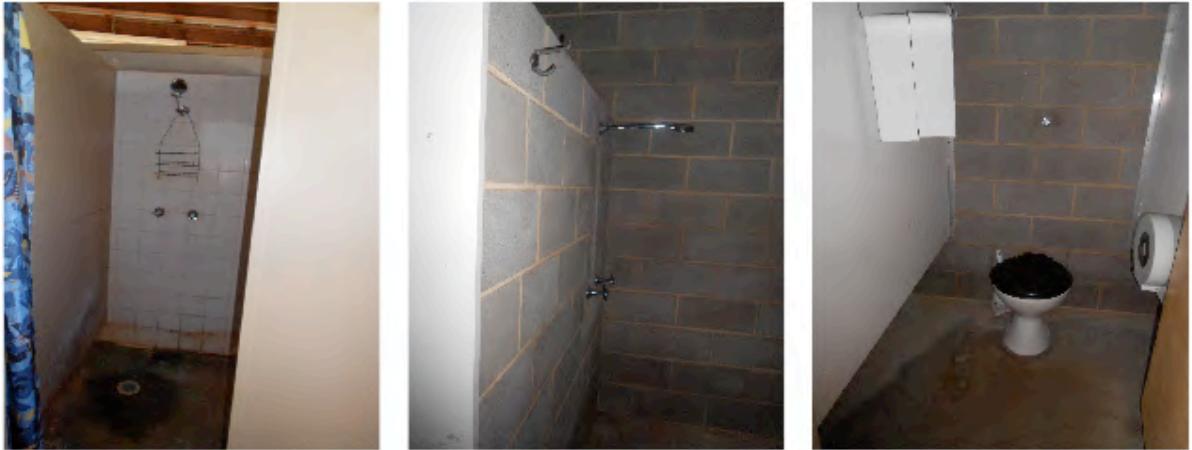
Power



Amenities



Amenities



Permanent Cattle Yards



Temporary Cattle Yard



Horse Stables



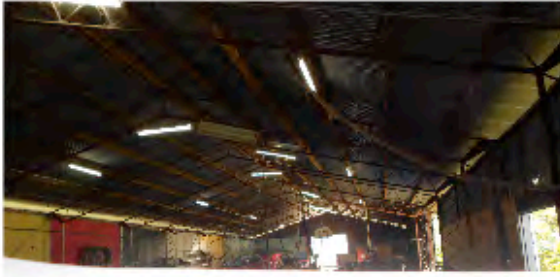
One of the Pony Club buildings



Spaghetti Circus



Spaghetti Circus



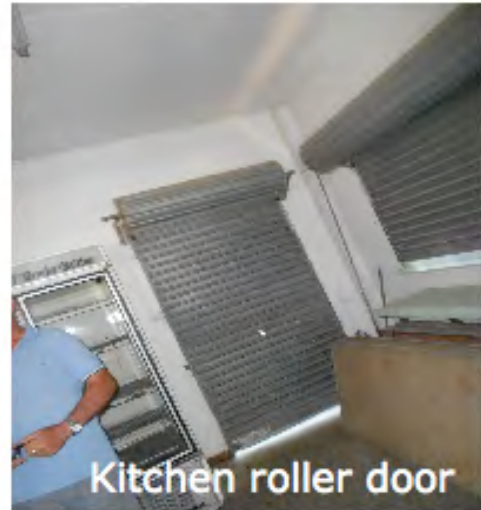
Spaghetti Circus



Food Hall



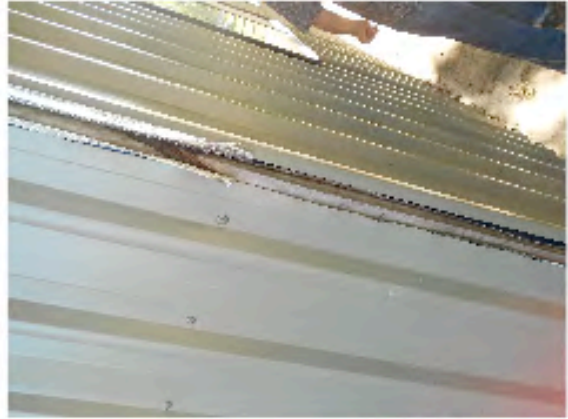
Food Hall



Beer Hall



Former caretaker residence - to be converted into storage and administration for the Trust



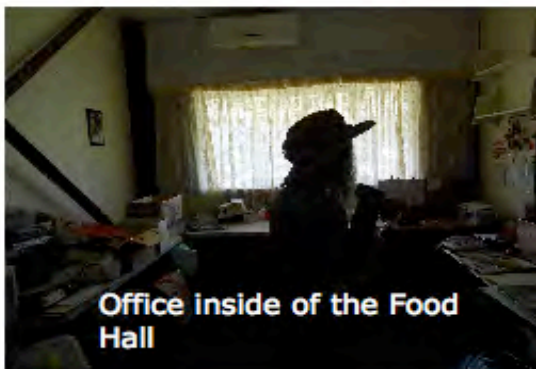
Former caretaker residence - to be converted into storage and administration for the Trust



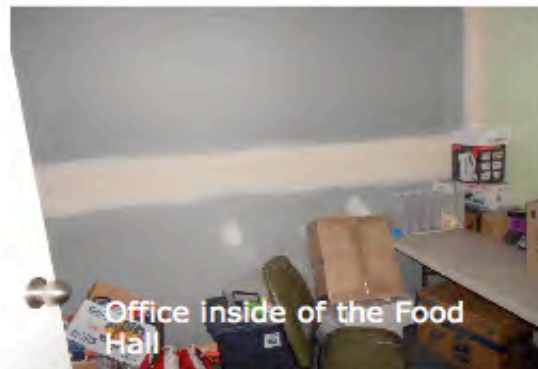
Looking into the kitchen



Signage on Food Hall indicating Caretaker



Office inside of the Food Hall



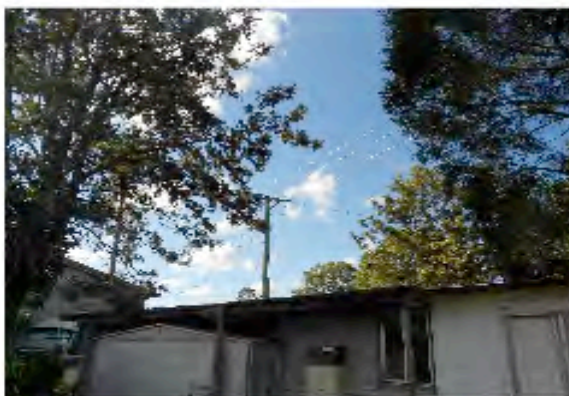
Office inside of the Food Hall



Trust tool shed



Former caretaker residence and grounds



7.3 Site History

The following is a summary of the history of the site provided by the NSW Trade & Investment – Crown Lands:

- 4 February 1888 – Village of Mullumbimby proclaimed.
- 29 May 1897 – Notification of Reserve 25961 for Public Recreation (as shown on plan Ms 539 Gfn).
- 29 August 1903 – Notification of Reserve 36291 for Showground at Mullumbimby (as shown on plan Ms 759 Gfn – plan cancels Ms 539 Gfn).
- 23 January 1904 – Notification of appointment of William John Reilly, John Craig Morrison, James Davidson, Peter Nelson & Edward Jones as Trustees of Reserve 36291.
- 13 February 1904 – Notification of Reserve 37190 from Lease Generally for Showground at Mullumbimby (as shown on plan Ms 759 Gfn).
- 1907 – First show held by Mullumbimby Agricultural Society
- 24 June 1908 – Municipality of Mullumbimby proclaimed
- 14 April 1909 – Notification of Reserve 43819 for Showground at Mullumbimby (23 acres, 1 rood, 8 perches shown on plan Ms 759 Gfn & 2 roods, 8 perches shown on plan Ms 965 Gfn) Reserves 36291 & 37190 revoked.
- 30 June 1909 – Notification of appointment of William John Reilly, John Craig Morrison, James Davidson, Peter Nelson & Hugh McDiarmid Livingstone as Trustees of Reserve 43819.
- 1912 – show ring filled and leveled
- 29 November 1929 – Notification of dedication of Mullumbimby Showground (as shown on plans Ms 759 Gfn & Ms 965 Gfn).
- 21 February 1930 – Notification of appointment of Messrs John Albert Walker, James Bower, Frederick Isaac Ward, William Graham & John McGregor as Trustees.
- 2 November 1934 – Notification of addition of Portion 412 (formally pt Coral Ave) to Mullumbimby Showground dedication.
- 17 March 1972 – Notification of addition of closed road adjoining northern boundary (formally pt Main Arm Rd) to Mullumbimby Showground dedication.
- 1 October 1980 – Municipality of Mullumbimby incorporated in Byron Shire

7.4 Showground History

The following is an extract from *The Brunswick, Another River and its People*, Jim Brokenshire 1988.

“From 1905 the story of the Mullumbimby Agricultural Society has been one of the endeavour and its success has highlighted the rural wealth of a rich district. It has been a story, too, of unceasing efforts by society committeemen to ensure that exhibitions would rank well with the best country shows in Australia.

In its early years the society consolidates itself well under the guidance of early presidents Alan Cameron, John Macgregor and James Parrish, who held the position in 1905, 1906 and 1907 respectively. Alan Cameron was a storekeeper, John Macgregor a man of the land and James Parrish an auctioneer. Banker Ralph Mate Thompson was secretary to each.

Although plans for the first exhibition were discussed in 1905, it was August of 1907 before the committee really got down to preparing for it. That first show was estimated to have brought 3000 people to the ground on the main day.

It was after that show that plans were made for building improvements, including a secretary's office, ring fence, a pavilion, a gate and cattle pens. It was decided also to clear a further two acres of scrub and to begin drainage of the ring.

A tree planting project was undertaken under the direction of James Parrish. Mr. Parrish and his team were both complimented and ridiculed by lookers-on when they began the task, but as a result the 22 acres of the ground was judged the most picturesque in the State. Those things were in addition to perhaps the most important improvement of all – a publican's booth.

No doubt short of finance, the committee decided to sell 26 of its acres for £1216. That was good business, for the society had paid only £1325 for the lot, leaving it with 27 acres for a cost of £109.

It was in 1909 that controversy arose about women riding astride in the show ring. Bitter argument ensued and opinion was divided as to the skirts of the women who rode man-style. But just as boys will be boys, so would girls be girls and the moderns won by a stride, and 1909 saw the first class for “ladies astride” at the Mullumbimby show.

So the shows and the Showground continued to make progress, each year revealing need to further improvement. In 1912 the committee called tenders for leveling and filling of the show ring enclosure, but it seemed that no one wanted the job.

So the grounds committee chairman, Mr. C. Shepherd, went to Mr. James Davidson, a contractor of some note. It must be to his credit that he recalled men, horses and drays from other work and did the job.

At a cost of £37/15/- and in 11 days the ring area was filled to a depth of three feet, with 646c.yds. inside the ring, 47 loads around the outside and around the pavilion. Rye grass was planted and blocks placed ready for seating planks.

But perhaps the achievement, which gained for the Mullumbimby show its widest acclaim, was the magnificence of the dairy cattle section. Over the years some of the finest dairy cattle in the State have been decorated with their ribbons at the Mullumbimby show.

It was the Mullumbimby show ring that butterfat contests were first held with a view to improving production from district herds.

The bacon pig contest was another first for Mullumbimby and has proved one of the most valuable for the great bacon factories of the State.

The society has had its "man" for every form of rural activity from which an exhibit could be drawn, and that has had a high influence in the expansion of the various sections. An instance of the value of good organisation has appeared in the wood chopping arena where big crowds have watched great champions of the timber country – Leo Appo, Henry Foyster, George Law, Jack Garrard and world champion Clive McIntosh.

The society was one of the first in the State to introduce a section for Junior Farmers (later Rural Youth). That was in 1930 when the Mullumbimby Club became the third formed in NSW, after Glen Innes and Coraki.

It was in 1938 that two famous horses tied at 7ft. 6in. in setting a new Australia high jump recorded on the Mullumbimby Showground. They were Joker (rider A.L. Payne) and Ruken Lass (R.Darra). It was in 1938 also that a second tree planting campaign saw the resented crop of ringside weeping figs come into being.

Through the years the Mullumbimby Show Committee was responsible for expansion of livestock section to embrace pigs, goats, dogs, poultry and latterly beef cattle. Not all are still in the schedule but all in their days were hailed as valuable additions to the show displays.

During the 15 years of the presidential reign of Mr. Os McPaul, many unique trophies were introduced, coming from other countries. Perhaps the most notable was the Jersey Island rosette, a trophy regularly awarded at the Jersey Island Show and allowed off the island for the only time in history.

In the 1960s tent pegging became a spectacular addition to the ring sports programme and one local team achieved the honor of appearing in competition at the Sydney Royal Show.

For long recognised as one of the most attractive showground's in the State, new buildings in more recent years have brought amenities into line with that reputation."

7.5 Financial Statements

Income Review (2011 - 2013)						
Location	Licensee/ User	Usage	Availability	Income 2013	Income 2012	Income 2011
Camping Area	Usage on demand	Usage on demand	Usage on demand	\$15,740	Unconfirmed	Unconfirmed
Food Hall	Nil	Nil	355 days	\$1,390	Unconfirmed	\$0
Amenities	Nil	Nil	Nil	\$0	Unconfirmed	\$0
Storage Shed (was caretaker facility)	Nil	Nil	365 days	\$0	Unconfirmed	\$0
Show Pavilion	Spaghetti Circus	355 days	0 days	\$9,380	Unconfirmed	\$8,840
Circus Building	Spaghetti Circus	355 days	0 days		Unconfirmed	\$0
Storage Spaghetti Circus	Spaghetti Circus	365 days	0 days	\$0	Unconfirmed	\$0
Woodchop	Nil	365 days	Nil	\$0	Unconfirmed	\$0
Rotary Shed	Rotary	365 days	0 days	\$0	Unconfirmed	\$0
Poultry Pavilion	Nil	10 days	355 days	\$0	Unconfirmed	\$0
Rural Youth Hall	Nil	10 days	355 days	\$0	Unconfirmed	\$0
Show Society Storage Shed	Show Society	365 days	0 days	\$1,300	Unconfirmed	\$1
Brunswick Valley Pony Club	Brunswick Valley Pony Club	365 days	0 days	\$700	Unconfirmed	\$700
Mullum Pony Club	Mullum Pony Club	365 days	0 days	\$350	Unconfirmed	\$700
Assistant Care Taker (Bus)	Assistant Care Taker	N/A	N/A	\$2,600	Unconfirmed	\$0
East of the Western Arena (Precinct H)	Nil	10 days	355 Days	\$0	Unconfirmed	\$0
Arena	Nil	52 days	313 days	\$0	Unconfirmed	\$0
Beer Garden Amenities Block	Nil	52 days	313 days	\$0	Unconfirmed	\$0
Beer Hall	Nil	62 days	303 days	\$0	Unconfirmed	\$0
Cattle Area	Nil	10 days	355 days	\$0	Unconfirmed	\$0
Bottom Flat	Nil	10 days	355 days	\$0	Unconfirmed	\$0
Cane Harvest Shed	Cane Harvesters	365 days	0 days	\$1,108	Unconfirmed	\$1,000
Cattle Yards	Nil	10 days	355 days	\$0	Unconfirmed	\$0
Stables	Nil	10 days	355 days	\$0	Unconfirmed	\$0
Starting Arena	Nil	TBC	TBC	\$0	Unconfirmed	\$0
Farmers Market	North Byron Farmers Market	1 day/week	6 days/week	\$12,797	Unconfirmed	\$17,707
Riparian Area	Nil	Nil	Nil	\$0	Unconfirmed	\$0
License Income				\$45,365	\$24,657	\$28,948
Other Income				\$0	\$18,976	\$34,440
Total Income				\$45,365	\$43,633	\$63,388

* Note on income:

2013 - Unaudited Ledger Report July 12 - May 13

2012 - Unaudited P&L

2011 - Trust Report

* \$350 deposit in March 2013 marked as 'Pony Club' has been attributed to the Brunswick Valley Pony Club. It is unconfirmed if this is the pony club from which the income was derived.

Operational Surplus/Deficit							
Year	Income	Expenditure	Operational Surplus /Deficit	Capital Income	Capital Expenditure	Total Operational Surplus/ Deficit	Cash in Bank
2013 (Jul 12- May 13 Unaudited Ledger Report)	\$45,365	\$31,805	\$13,561	\$0	\$4,837	\$8,724	\$29,189
2012 (Unaudited P&L)	\$43,633	\$41,021	\$2,612	\$0	\$4,929	(\$2,317)	\$23,473
2011 (Trust Report)	\$63,388	\$37,598	\$25,790	\$10,000	Unconfirmed	\$35,790	\$25,790

* Cash in bank 2013 is based on bank balance as at 1st May 2013

Expense Review (2011 - 2013)			
Item	Expenses 2013	Expenses 2012	Expenses 2011
Administration	\$444	\$131	Unconfirmed
Bank Fees	\$0	\$15	Unconfirmed
Bookkeeping	\$841	\$0	Unconfirmed
Capital Purchases under \$1,000	\$499	\$0	Unconfirmed
Cleaning	\$255	\$0	Unconfirmed
Insurance	\$275	\$0	Unconfirmed
Meeting Costs	\$159	\$0	Unconfirmed
Mowing	\$2,718	\$0	Unconfirmed
Motor Vehicle Expenses	\$0	\$119	Unconfirmed
Rates	\$3,153	\$3,939	Unconfirmed
Repairs & Maintenance	\$7,739	\$4,133	Unconfirmed
Rubbish	\$1,494	\$0	Unconfirmed
Tenancy Support/Service	\$600	\$1,354	Unconfirmed
Utilities	\$13,629	\$14,358	Unconfirmed
Unconfirmed	\$0	\$16,972	Unconfirmed
Total Expenses	\$31,805	\$41,021	\$37,598

* Note on expenses:
 2013 - Unaudited Ledger Report July 12 - May 13
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 2011 - Trust Report

* Capital purchase relates to a brush-cutter purchase in April 2013

Summary of Financial Assistance Received			
Date	Item	Type of Funding	
		Grant	Loan
13/12/73	Improvements to reserve	\$1,000	
15/11/74	Improvements to reserve	\$500	
10/05/76	Upgrades to main Ring and surrounds	\$1,500	
6/01/77	Improvements to reserve	\$500	
5/12/79	Toilet/Shower Block	\$7,500	\$7,000
24/04/80	Electrical Work	\$300	
8/12/80	Opening of Show by Minister	\$500	
3/04/81	Toilets /Shower Block	\$7,000	
18/06/84	Community Employment Program for Improvements/Maintenance	\$34,370	
1/09/84	Unloading ramp, crush & cattle yards		\$4,350
10/07/85	Internal road works, water & electricity supply extensions	\$4,700	
24/09/87	Renovations to existing refreshment bar	\$3,500	
11/12/91	Replace showground fence (F195988)	\$2,000	\$6,000
17/11/00	Internal Audit completed	\$0	\$0
16/02/06	Plan of Management (F383144)	\$6,550	
5/10/06	Slasher & Whipper Snipper (F390702)	\$3,000	\$18,000
10/08/09	Water supply repairs (F452103)	\$7,000	\$7,000
26/10/10	Electrical upgrades (F472247)	\$6,203	\$10,000
Total Reported Assistance Received		\$86,123	\$52,350

Current Loans Estimate							
Loan Item	Loan Amount	Start Date	End Date	Principal /year	Estimated Interest / year	Estimated Repayments /year	Estimated Balance
Mowing Equipment	\$18,000	1/09/06	1/09/16	\$1,800	\$418	\$2,218	\$7,596
Water Reticulation	\$7,000	1/09/09	1/09/19	\$700	\$284	\$984	\$5,170
Electrical Upgrade	\$10,000	1/03/11	1/01/21	\$1,000	\$464	\$1,464	\$8,440
Total	\$35,000			\$3,500	\$1,166	\$4,666	\$2,216

* Estimated interest/year is assumed on the balance of the loan @ 5.5%/year

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