

Bellingen Showground Trust

PLAN OF MANAGEMENT BELLINGEN SHOWGROUND



Final Report

FEBRUARY 2010

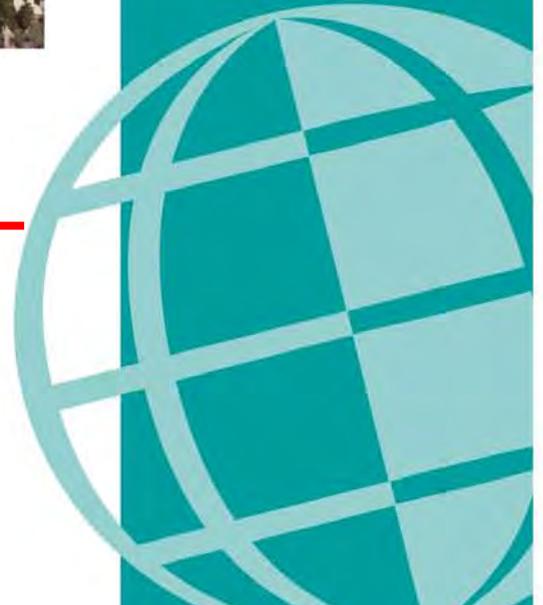


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Offices also in

- AUCKLAND
- CHRISTCHURCH
- WELLINGTON



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VOLUME ONE: PLAN OF MANAGEMENT FOR BELLINGEN SHOWGROUND



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EXECUTIVE SUMMARY

BACKGROUND TO PLAN OF MANAGEMENT

The purpose of the Plan of Management (PoM) is to provide a 10 year strategy for the management, use and development of Bellingen Showground (the "showground"). The PoM was commissioned by the Bellingen Showground Trust, with the former Department of Lands (now Land & Property Management Authority), in response to several key issues including:

- Increasing demand & user conflict
- Aging & declining infrastructure
- Increasing complex management & operating environment
- Unsustainable volunteer based management model
- Identified site & infrastructure capacity constraints
- Safety & Risk management issues

Bellingen Showground is located a relatively short distance from the Bellingen CBD on the northern side of the Bellinger River with entrances to Black Street and Hammond Street in North Bellingen.

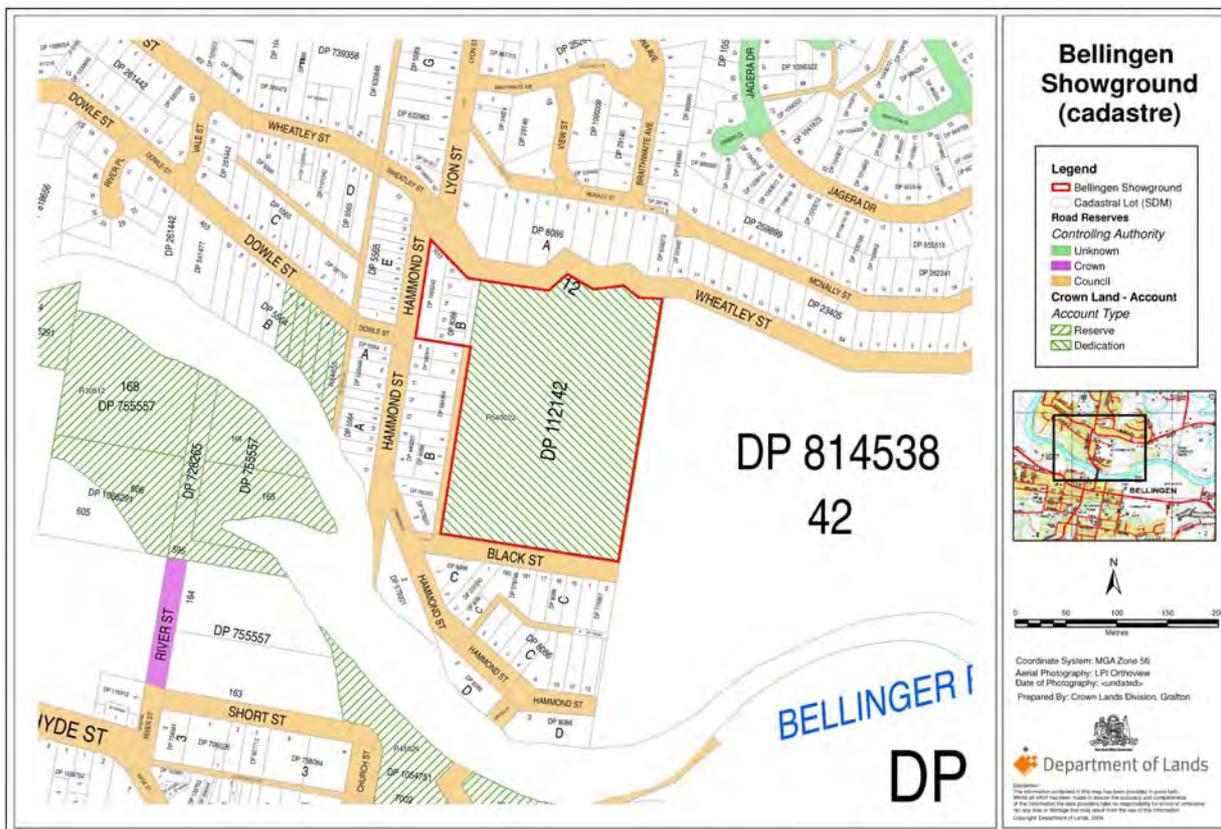
The Bellingen Showground is Crown land dedicated for the purpose of "showground" on the 26th July 1911. The Bellingen Showground Trust is constituted under the Crown Lands Act 1989 and is charged with care, control and management of the showground. A community-based board of trustees is appointed by the Minister for Lands to manage the affairs of the Trust.

Bellingen Showground comprises Lot 12 DP 112142. (Area = 4.856 hectares (12 acres)). Also included in the showground precinct for the purposes of this PoM pending formal addition to the showground are;

- Allotments 12 – 16 Section B DP 8086 (Area = 2269 m²)
- Lots 7013 & 7014 DP 1069242 (Area= 2345 m² (approx.))

The total area of the showground precinct, including all afore mentioned allotments, is 5.32 Ha (approx.).

A map of the site and associated lands is provided on the following page.



BASIS FOR MANAGEMENT

The plan of management is consistent with the principles of Crown land management and has identified & adopted the following reserve values, aims, objectives and guiding principles for the future management of Bellingen Showground.

Reserve Values – Recreation, Cultural Heritage, Tourism, Economic, Community & Social and Environmental.

Vision - *“To be a central and essential element of Bellingen community life and a leader in community governance and management of public assets”.*

BLUE PRINT FOR MANAGEMENT

The following "Plan in Brief" provides a "Blue Print" for managing Bellingen Showground in the future. The plan in brief summarises the overarching direction, approach and the intent which is born out in the detailed action planning. It is the plan "at a glance" and is provided to help the Trust & key stakeholders to understand and to clearly communicate the way forward.

The Plan in Brief

- More appropriate & expansive dedicated purpose
- More secure access & expanded Bellingen Showground as opportunity arises
- Positioned as one of Bellingen's most important community & economic assets
- Greater government support & assistance in resourcing & strategies for future operations
- Legal Instruments, Systems, Policies & Procedures in place, including risk management
- Maximum utilisation through shared use, flexible & multi-purpose facilities, site layout & design
- More professional & business orientated management
- Marketing & promotion aligned to local events & regional initiatives
- Facilities upgraded and maintained to high standard & use of up to date technology
- Increased public access & use
- Improved community & stakeholder involvement & engagement
- Responsible environment & heritage management
- Business development opportunities pursued where feasible/appropriate to support future development
- More strategic & aggressive pursuit of grant & sponsorship funding

The Approach

The prioritisation of recommendations and actions identified in Section 3 of this report is guided by the following approach:

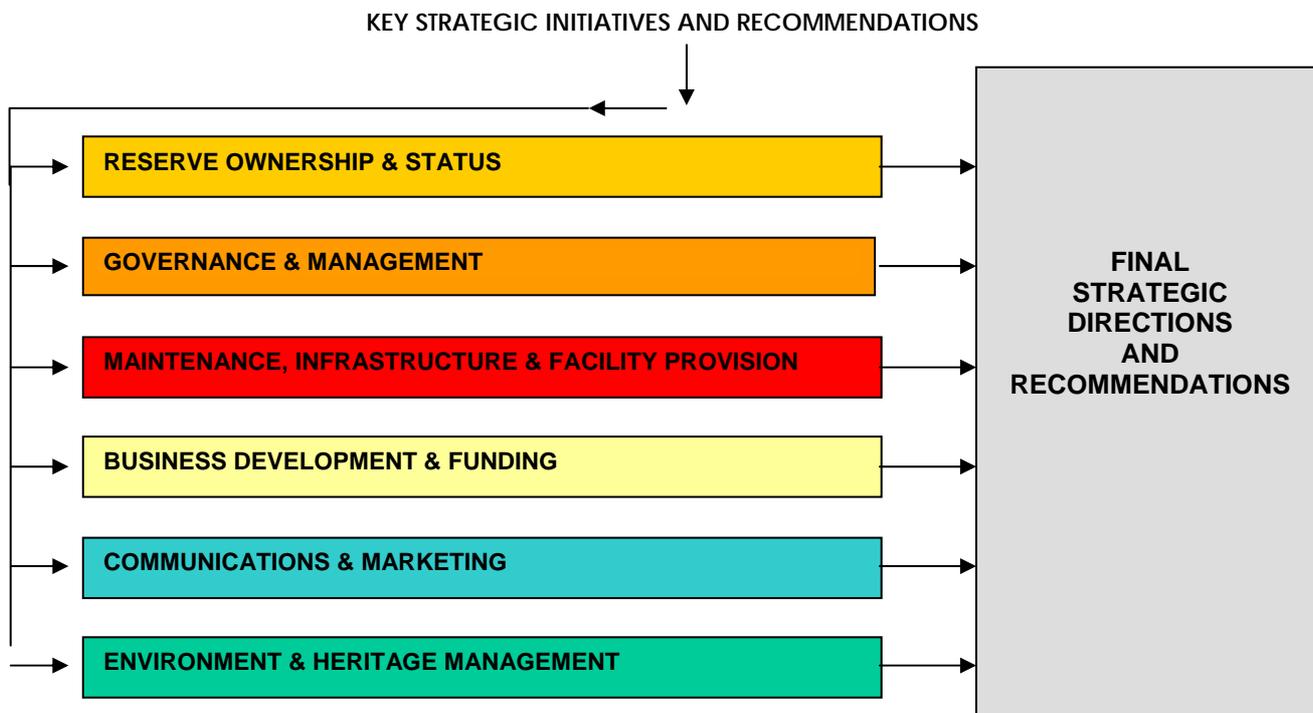
- Enabling Actions
 - Legal status must be correct & supportive
 - Administration, use & operational systems in place
 - Existing User & Community Involved & Supportive
 - Partnerships & Networks secured

- Improving Existing Operations
 - Management & staffing at appropriate levels
 - Existing business operations & facilities improved
 - Environment & Heritage protected

- New Business Actions
 - New Business Development Opportunities planned & tested
 - Funding secured
 - More Programs & Packaging
 - More Marketing & Promotions

STRATEGIC DIRECTIONS, ACTIONS & RECOMMENDATIONS

The following diagram identifies the key strategic initiative areas, which have guided the plan directions & action planning, as detailed in the tables below.



Bellingen Showground Ownership & Status

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
PURPOSE & STATUS	<p>The strategic direction in relation to dedication & purpose are:</p> <p>Align reserve purpose with current & future identified use, needs and demands</p>	<p>The recommended actions in relation to reserve dedication & purpose are:</p> <p>1: Review the showground dedication with a view to re-dedicating or reserving the land for more appropriate or additional purposes (ie "public recreation", "community purposes" and "tourist facilities & services").</p> <p>2: Endorse "public recreation", "community purposes" and "tourist facilities & services" as compatible and acceptable additional purposes for the showground pursuant to Section 112 – Crown Lands Act 1989.</p>	HIGH	LPMA
ACCESS & SITE EXPANSION	<p>The strategic direction in relation to Access & Site expansion are:</p> <p>Secure long-term access to adjacent land and seek expansion of Showground</p>	<p>The recommended actions in relation to land ownership are:</p> <p>1: That the Trust, with the assistance of the LPMA negotiate a long-term lease of the neighbouring land used by the showground with the owner</p> <p>1a. That failing successful negotiation of a long-term lease, that an alternative legal instrument of use be negotiated & entered into. That this agreement detail terms of payment, use & legal obligations of both parties to the agreement. That this agreement covers all activities of the Trust and showground hirers.</p> <p>2: That the Trust, with the assistance of the LPMA, negotiates first right of refusal on neighbouring land sale, and continues to monitor conditions of sale.</p> <p>3: That the Trust, continue to monitor business performance, and subject to future proposed developments location & viability assessment, advocate the purchase of the land.</p>	<p>HIGH</p> <p>HIGH</p> <p>ON</p>	<p>LPMA</p> <p>LPMA</p> <p>LPMA, BSC</p>

Bellingen Showground Ownership & Status

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		4: That subject to future proposed development viability analysis & site master planning (See Strategic Initiative 3) the Trust consider opportunities for land development &/or sale of freehold allotments, to assist with future land purchase funding strategies.	LOW	LPMA, BSC

Governance & Management				
AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
GOVERNANCE, MANAGEMENT & STAFFING	The strategic direction in relation to Governance and management are:	The recommended actions in relation to governance, management & staffing are:		
	Greater involvement & responsibility of Government stakeholders	1: Review board recruitment & membership processes in consultation with LPMA. Consider skills, key business areas, alliance & stakeholder based membership. Specifically, consider Government stakeholder representatives.	HIGH	LPMA
	Improve communications with key users & stakeholders & community	2: Advocate for & negotiate cooperative agreement between the Trust, LPMA & Bellingen Shire Council regarding the implementation of key strategies & recommendations of the PoM.	HIGH	LPMA, BSC
	Minimise service & maintenance staff time required through increased user responsibility & improved facilities standards.	3: Establish communication mechanisms, to better promote & raise awareness of the Trust roles & responsibilities, amongst key users, stakeholders & the community. Consider: <ul style="list-style-type: none"> • Website (under development) • Venue Brochure/Prospectus/Maps • Induction Manuals • Reinforcement in all documentation & communications (ie correspondence, users agreements and policies, newsletters) • Regular community & user feedback meetings • AGM 	HIGH/ ON	LPMA
	Improve volunteer recruitment & management	Likely costs associated with communications activities in the order of \$10,000-\$15,000.		
Where appropriate establish & delegate Trust responsibility to working groups	4: Develop volunteer management strategy. Consider options to work with Bellingen Shire Council & other organisations. Strategy should address: attraction & recruitment, induction, education & training, recognition & rewards etc.	MED	BSC	
Increase level of paid staff resources for facility servicing, and maintenance.	5: Establish Trust Working Groups or Sub-Committees to work on specific projects or areas of	ONGOING	LPMA	

Governance & Management				
AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<p>need. Consider specific areas such as environmental management, marketing & promotion, facility upgrades & development, business development & events, facility operations, sponsorship & fundraising).</p> <p>5a: Establish appropriate sub-committee or working groups Terms of Reference, operating procedures & requirements eg:</p> <ul style="list-style-type: none"> • Scope of works & outcomes • Levels of authority/delegation • Approvals processes • Communication & reporting to Trust <p>6: Investigate options and undertake "cost-benefit" analysis of, "out-sourcing" or "buying-in" operational staff resources. Consider service agreements with other land or facility management organisations such as: Bellingen Shire Council, LPMA, Bellingen Golf Club, Environmental Work Schemes, other Community Facility committees (ie Halls) etc.</p> <p>7: Develop, document & promote formal usage agreements (See also Policy & Procedures below)</p> <p>8: Develop & document succession & contingency plan.</p>	<p>HIGH</p> <p>MED</p> <p>HIGH</p> <p>MED</p>	<p>LPMA</p> <p>LPMA, BSC</p> <p>LPMA, BSC</p>
POLICY & PROCEDURES	<p>The strategic direction in relation to Policy & Procedures:</p> <p>Develop more formal policies & procedures</p>	<p>The recommended actions in relation to policies & procedures are:</p> <p>1: Development formal policies & procedures in relation too:</p> <ul style="list-style-type: none"> • Bookings & site access • Hiring & user agreements • Fees & Charges (See also strategic Initiative Business Development & Funding) 	HIGH	LPMA, BSC

Governance & Management				
AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
	<p>Increase IT & staff resources to oversee reserve bookings & use</p> <p>Better promote policies & procedures amongst users, stakeholders & community</p>	<ul style="list-style-type: none"> Annual review processes <p>1a: Consider use of LPMA or Bellingen Shire Council standard agreements as base policies &/or hire agreement templates. Involvement of users in development of the policies & procedures.</p> <p>2: Investigate options to have paid staff oversee bookings management and site access (keys management). Consider "out-sourcing" to Bellingen Shire Council or other appropriate organisation such as 'Waterfall Way Development Group' (WWDG) a consortium of Chambers of Commerce, events, Council and NPWS who run the Waterfall Way Creative Industries and Economic Centre</p> <p>3: Investigate options for a minimum electronic and potential "online" booking system for venue hire & camping. Consider options to link with existing online booking systems &/or agents (ie Bellingen Council & or Waterfall Way Centre).</p> <p>4: Develop communication mechanisms to promote & raise awareness of new bookings systems, use policies & procedures.</p>	<p>HIGH</p> <p>MED</p> <p>ON</p>	<p>WWDG</p> <p>WWDG</p> <p>WWDG</p>
FINANCIAL MANAGEMENT	<p>The key strategies in relation to Financial Management are:</p> <p>Full Cost Accounting</p> <p>Align financial management system to business activities</p> <p>Establish electronically based financial management system</p>	<p>The recommended actions in relation to financial management are:</p> <p>1: Adopt Full Cost Accounting System to recognise donations, sponsorships and contribution of volunteers.</p> <p>2: Develop electronic based financial management system & associated delegated authority to support more efficient fees collection & invoice payments. Consider links to bookings management & operations and EFT based systems.</p> <p>3: Develop pricing policy inclusive of differential schedule of fees & charges & review</p>	<p>HIGH</p> <p>HIGH</p> <p>HIGH</p>	<p>DOL, WWDG</p> <p>DOL</p>

Governance & Management				
AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
	<p>Greater financial contributions from Government stakeholders</p> <p>Develop formal policies & procedures</p>	<p>process. Consider the following:</p> <ul style="list-style-type: none"> • Identify "Full Costs" of Service & Maintenance, cost of finance • Asset Improvement Levy • Capacity of Users to pay (ie commercial v's not for profit etc) • Identify user concession discount from full cost • Identify % fees specific areas of expenditure (ie Priority Asset Maintenance & Asset Improvements). • Ensure expenditure detailed on invoices • Identify late, cancellation & failure to meet obligations fees • Packaging & options for reducing user fees & charges based on contributions • Review & dispute processes • Differential pricing options include: user category, time of use (ie peak-non-peak), length of use, facilities used etc. <p>4: Develop sponsorship & donations policy. Consider terms of acceptance, recognition, entitlements and links to fees & charges discounts etc.</p> <p>5: Continue to advocate for greater Government financial assistance for operation & capital improvements. Consider options for:</p> <ul style="list-style-type: none"> • Operational assistance (ie Bellingen Council providing maintenance assistance such as mowing, rubbish collection, amenities cleaning,) • Administrative assistance ie (Bookings management & site access, Financial, Insurance, HR & Volunteer Management Systems) • Operational subsidies (ie Government charges waiver) • Policy Development • Marketing & Promotion • Direct/Indirect Grant & Sponsorship attraction for projects & initiatives. <p>See also Strategic Initiative 5: Business Development & Funding.</p>	HIGH	BSC,LPMA

Governance & Management				
AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		6: Align Financial Management and record keeping to key business areas.	ON	
RISK MANAGEMENT	<p>The key strategy directions to address risk management issues are:</p> <p>Identify & Manage Risk Exposure through development policy & procedures, raising awareness & ensuring users have risk management strategies in place.</p> <p>Obtain minimum insurance requirements cover</p> <p>Develop Contingency Plans</p>	<p>The recommended actions in relation to risk management are:</p> <p>1: Develop Risk Management & OH&S policies & procedures. As a guide, use key areas to be addressed identified.</p> <p>1a: Develop induction manuals & processes for volunteers, workers, contractors, hirers & users of site.</p> <p>1b: Seek funds for a professional risk management planner &/or assistance from government partners to undertake risk policy & planning work.</p> <p>Likely Costs associated with professional risk planner in the order of \$10,000-\$15,000.</p> <p>2: Ensure users & stakeholders are aware of new policies & procedures through communication & promotion.</p> <p>2a: Establish minimum hirer/user risk management & insurance requirements & incorporate as a condition of hiring & usage agreements.</p> <p>3: Maintain minimum insurance coverage at all times, including: Public Liability, Volunteer Accident, Work Cover and Building & Content.</p> <p>4: Work with key users & Government stakeholders to ensure affordable & efficient system in place for license & insurance attainment, particularly for non-regular hirers. Consider, Local Government model, which sees users purchase policy at time of booking.</p>	<p>HIGH</p> <p>ON</p> <p>HIGH</p> <p>HIGH</p> <p>HIGH</p>	<p>LPMA</p> <p>LPMA</p> <p>LPMA</p> <p>LPMA</p>

Governance & Management				
AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		5. Advocate the development of &/or source existing & distribute risk management handbooks for hirers & key user groups.	HIGH	LPMA
		6. Establish contingency plans to address key issues identified	MED	LPMA
USER ACCESS	<p>Strategy directions in relation to sight access are:</p> <p>Maximise use & minimise conflict through facility design & zoning</p> <p>Improve access systems</p>	<p>The recommended actions in relation to user access are:</p> <p>1: Develop site zoning plan & strategies identifying:</p> <ul style="list-style-type: none"> • User type zones (ie equestrian & agricultural areas, camping areas) • Ensure appropriate amenities/facilities available in each zone for user type • Site access points for different users • Link to bookings, pricing & key system to zoning • Link to site masterplan. <p>1a: Identify & seek funding for required signage & security to support zones awareness amongst users & enforcement.</p> <p>Likely Costs associated with site zoning activities in the order of \$5,000-\$10,000.</p> <p>2: Investigate options for implementation of a Master Key system. Consider options to integrate with newly developed Bellingen Shire Council system.</p> <p>3: Investigate options for more accessible key pick-up & return. Consider options for “out-sourcing” to Bellingen Shire Council with bookings management.</p> <p>4: Maintain a keys register & ensure Trust Board, through Secretary, have multiple copies of Master Set.</p>	<p>HIGH</p> <p>MED</p> <p>MED</p> <p>HIGH</p>	<p>BSC</p> <p>BSC</p>

Maintenance, Infrastructure & Facility Provision

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
<p>FACILITY PLANNING, MAINTENANCE & UPGRADES</p>	<p>Key strategy directions for maintenance & planning are:</p> <p>Infrastructure & facilities maintained at high standard</p> <p>Planned approach to all new facility development</p> <p>Co-ordinated/Shared Purchasing & Resourcing</p>	<p>The recommended actions for maintenance and planning are:</p> <p>1: Undertake asset audit and condition assessment. Consider heritage status, BCA & DDA compliance issues.</p> <p>2: Develop long-term asset management plan, annual maintenance program & associated costs.</p> <p>Likely Costs associated with asset Audit & management plan activities in the order of \$10,000-\$20,000.</p> <p>2a: Prioritise future funding allocation based on asset management planning.</p> <p>3: Develop site masterplan, identifying areas for priority infrastructure & facility improvements, potential new facility development & future site expansion options. Link to site user zoning plan.</p> <p>Likely Costs associated with masterplan activities in the order of \$10,000-\$15,000.</p> <p>4: Investigate options to enter fee for service agreements with Bellingen Shire Council LPMA or other bodies to undertake annual maintenance.</p> <p>5: Ensure all assets are registered for insurance purposes</p> <p>6: Investigate options for shared equipment & materials purchasing, use &</p>	<p>MED</p> <p>MED</p> <p>ON</p> <p>HIGH</p> <p>MED</p> <p>ON</p> <p>MED</p>	<p>LPMA,BSC</p> <p>LPMA</p> <p>LPMA,BSC</p> <p>LPMA,BSC</p> <p>LPMA</p>

Maintenance, Infrastructure & Facility Provision

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		maintenance with LPMA through regional reserves network & Bellingen Shire Council. (ie leverage buying power)		
FACILITY PRIORITIES UPGRADE	<p>The strategic direction in relation to facility upgrades & improvements are:</p> <p>Facilities upgraded to improve quality of offering, increase usage & future sustainable operations</p> <p>Prioritise funding for facility upgrades based on identified outcomes (ie user demand/need, contribution to future business development, management efficiencies & compliance.</p>	<p>The recommended actions in relation to facility upgrades are:</p> <p>1: That the Trust, seek capital funding for priority facility upgrades & improvements. Consider government grants, sponsorship & donation, fees & charges contributions. Leverage 100th Anniversary Celebrations.</p> <p>(See also Strategic Initiative Business Development & Funding)</p>	HIGH	LPMA
NEW FACILITY DEVELOPMENT	<p>The key strategy directions in relation to new facility development are:</p> <p>Develop new facilities where need/demand identified, feasible & appropriate.</p> <p>Improve public access & amenity</p>	<p>The key actions/recommendations in relation to new facility development are:</p> <p>1: Seek appropriate approvals, funding & undertake site development to formalise camping area</p> <p>2: Encourage Bellingen Shire Council to undertake further detailed community facilities needs analysis and feasibility study into the development of a new multi-purpose community centre. Consider Bellingen Showgrounds as possible location.</p>	<p>MED</p> <p>HIGH</p>	<p>LPMA,BSC</p> <p>BSC</p>

Maintenance, Infrastructure & Facility Provision

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<p>3: Work with LPMA & Bellingen Shire Council to identify & determine appropriate public open space infrastructure & funding options.</p> <p>4: Ensure appropriate sites & adequate space allocated for identified facility development opportunities in site Master planning.</p>	<p>MED</p> <p>ON</p>	<p>BSC</p>

Business Development & Funding				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
BUSINESS DEVELOPMENT	The key strategy directions in relation to business development are:	The key actions/recommendations in relation to business development are:		
	Increase & diversify income streams	1: Investigate options & feasibility of a direct operational role at key events &/or increasing % of event/activity takings.	MED	
	Minimise expenditure	2: Develop differential pricing structure & schedule (See also Strategic Initiatives Governance & Management)	HIGH	LPMA
	New business operations to support professional management & facility development	3: Ensure key users are involved and informed of business development planning initiatives & implementation.	ON	
		4: Investigate options & feasibility to purchase/acquire & hire events/meetings/conference support equipment.	LOW	BSC
		5. Work with tourism organisations & local operators to package meetings/conference & events (ie Coffs Coast Marketing).	LOW	BSC
		6. Minimise operational costs (See strategic initiatives Governance, Staffing & Management & Strategic Initiative Maintenance & Facility Provision)	HIGH	BSC LPMA
	7. Support & encourage more viable operations of user groups/client base. Consider range of initiatives identified such as:	HIGH	BSC	
	<ul style="list-style-type: none"> • Sourcing industry development materials (ie Events Management & Staging) • Advocate for industry development resourcing & co-ordination (ie events co-ordinator role) • Inclusion in Volunteer Attraction & Management Strategies • Cross Promotions & Marketing where appropriate 			

Business Development & Funding				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<ul style="list-style-type: none"> Assistance with sourcing funding Events staging and equipment hiring services Assistance with managing risk <p>8. Work with Bellingen Shire Council & LPMA to investigate options & feasibility of new business opportunities.</p>	ON	BSC,DOL
FUNDING & SPONSORSHIP	<p>The strategy direction in relation to Funding & Sponsorship are:</p> <p>Increase funding & sponsorship attraction</p>	<p>The recommendation/actions for funding & sponsorship are:</p> <p>1: Establish Funding & Sponsorship Working Party to prioritise & co-ordinate funding attraction.</p> <p>2: Develop Sponsorship Guidelines & Prospectus to ensure sponsorship supports Trust vision for the showground and supports brand & marketing initiatives.</p> <p>2a: Identify & target potential sponsors with good fit to Trust user markets, showground vision & values.</p> <p>3: Adopt planned & co-ordinated approach to funding attraction. Consider</p> <ul style="list-style-type: none"> Development of criteria to assess projects for priority funding Identify priority project list Work with stakeholders/partners to co-ordinate submissions & garner support <p>3a: Establish relationships with key funding agencies/bodies</p> <p>– 4: Apply for/purchase/or seek through partnerships/networks funding notification service.</p>	<p>MED</p> <p>MED</p> <p>MED</p> <p>MED</p> <p>HIGH</p>	<p>BSC, NGO's</p>

Marketing, Promotion & Stakeholder Engagement

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<ul style="list-style-type: none"> • Partnerships – establish formal & informal partnerships with Government Agencies, Work Schemes, Similar Organisations, Key User Groups, Youth Groups, Education Sector, Events Organisers etc • Community Engagement – Consider various community engagement strategies such as: <ul style="list-style-type: none"> ○ Events/Functions such as Open/Fun Days, ○ Celebrate key milestones (ie Centenary of Showgrounds 2011) ○ Regular & Annual Meetings, ○ Regular user surveys/Comments/Feedback Books, ○ Contributions to Local News/What’s Happening publications • Public Relations – Consider <ul style="list-style-type: none"> ○ Sponsorship/Donations too Charity/ Community activities ○ Scholarship Program ○ Education & Demonstration Activities, • Volunteer Programs – Consider <ul style="list-style-type: none"> ○ “Friends of the Showground Group” ○ Working Bees ○ Functions ○ Awards Programs <p>2: Establish a Working Committee to oversee and co-ordinate communications & marketing.</p> <p>3: Nominate a “Public Face” for all Bellingen Showgrounds communication activities. Consider leader &/or Ambassadors. (See Also Strategic Initiative Governance & Management – media management)</p>	<p>MED</p> <p>HIGH</p>	

Environment & Heritage Management				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
Environmental Management	The strategic direction for Environmental sustainability are: Community Leader in Environmentally Sustainable practices	Key recommendations/actions for environmental sustainability are:		
		1: Source funding & work with key partners such as Bellingen Shire, Landcare & Envite to develop "environmental management plan".	MED	LPMA,BSC
		2: Implement Stage 2 of the remanent vegetation enhancement program.	ON	
		3: Undertake Energy & Resource Audit & saving Assessment of existing infrastructure.	MED	
		4: Adopt ESD principles for all new and upgrade facility development.	ON	
		5: Prioritise funding for facility upgrades/new facility development based on cost –benefit of energy efficiency gains/outcomes.	ON	
		6: Undertake "Flood mitigation & protection study", to guide future risk management, site masterplanning & facility development. It is likely BSC would include the showground if undertaking a study in the area, but not a specific study.	HIGH	LPMA, BSC
		Likely Costs associated with flood mitigation & protection study activities in the order of \$10,000-\$15,000.	MED	BSC
7: Work with events organisers to develop Events/User carbon footprint minimisation policies. Consider – point of sale initiatives, packaging, recycling, business practices such as goods sourcing & distribution channels etc.	HIGH	BSC,LPMA		
8: Investigate options & funding opportunities to establish showgrounds as a	ON			

Environment & Heritage Management				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<p>"demonstration site" for environmental initiatives & new technologies in a heritage setting.</p> <p>9: Ensure all environmental initiatives are publicised & interpreted where appropriate. Align to brand, marketing & promotions as appropriate.</p> <p>10: Ensure all new plantings are endemic to the area and/or contribute to the overall Bellingen Greening/Green Corridors Strategy.</p>	<p>ON</p> <p>ON</p>	
Heritage Management	<p>Key strategy directions in relation to heritage management are:</p> <p>Manage built & social heritage of site for future generations</p>	<p>Key recommendations/actions to manage the built & social heritage are:</p> <p>1: Source funding & undertake Built Heritage Assessment.</p> <p>Likely Costs associated with heritage assessment activities in the order of \$5,000-\$10,000.</p> <p>1a: Ensure findings of Heritage Assessment are incorporated into future asset management & site master planning.</p> <p>2: Work with local Historical society &/or Museum to ensure Showground items & records are adequately catalogued & stored.</p> <p>2a: Where possible & appropriate, display heritage onsite.</p> <p>3: Develop interpretation to tell the stories of the "showgrounds" and its people. Consider:</p> <ul style="list-style-type: none"> • On-site interpretation and printed materials, • Exhibitions • Align to volunteer acknowledgement programs, • Align branding, marketing & promotions initiatives. • Incorporate/Leverage Centenary Milestone 	<p>MED</p> <p>ON</p> <p>HIGH</p> <p>MED</p>	<p>Local Heritage C'tees and Museums BSC, LPMA,</p> <p>Local Heritage C'tees and Museums</p> <p>LPMA</p>

BROADENED SCOPE OF DECLARED PURPOSE

Bellingen 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.

Therefore this plan of management recommends that the scope of the declared purpose of the dedication be expanded to allow multiple usage especially for other forms of public recreation and community use. In order to address any inconsistency with existing and potential future uses and the declared purpose, this plan seeks to formally endorse "public recreation", "community purposes" and "tourist facilities and services" as compatible and acceptable additional purposes pursuant to Section 112 of the Crown Lands Act 1989.

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The Study Team

In response to the multi-disciplinary requirements of this study, Bellingen Showground Trust commissioned:

- SGL Consulting Group

PLAN DEFINITIONS

Additional purpose	Any purpose that is additional to: (a) the declared purpose of the reserve/dedication, or (b) any purpose authorised by the Minister under section 121A of the Crown Lands Act, 1989 in relation to the reserve/dedication.
Bellingen Showground	Lot 12 DP112142 dedicated for Showground 26 July 1911 Allotments 12-16 Section B DP 8086 Lots 7013 & 7014 DP 1069242
Council or BSC	Bellingen 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.
LPMA	Land and Property Management Authority (former Department of Lands)
Objectives	Desired (SMART) outcomes = Specific, Measurable, Achievable, Relevant & Time-bound
Management Principles	General principles that provide clear decision making criteria
Management Units	Identifiable precincts or units of land based on natural, economic or social factors, or a combination of these factors
Plan of Management	A statutory document prepared under Sections 112/116 - Crown Lands Act, 1989 and adopted by the Minister, outlining the role of a Crown dedication/reserve and providing guidance on the administration, use, development and management of the land.
Mission Statement	The fundamental purpose of an organisation and its desired level of performance
Planning area	See Bellingen Showground
Recreation	A wide range of active or passive activities undertaken either individually or as a group for pleasure, health, renewal and relaxation.
Reserve	Land dedicated or reserved under the Crown lands Act 1989
Social Activities	The holding of social functions and activities, meetings, gatherings, educational instruction, arts & craft activities, club activities and childcare, whether carried out by a licensee/lessee or other group under temporary license or hire arrangements.
Sporting Activities	Those activities carried out by sporting clubs including the playing of games, training, the holding of meetings and social gatherings and other fundraising activities either undertaken by a club as license/lessee or other group under temporary license or hire arrangements.
Strategy	A planned method of achieving a desired outcome utilising best practices
Sustainable	Being able to achieve outcomes without adversely affecting the long term health and integrity of natural, social and economic values.
SWOT	A strategic analysis of Strengths, Weakness, Opportunities & Threats
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. Bellingen 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.
WWDG	Waterfall Way Development Group



Section One: Study Process



1.1 INTRODUCTION

Bellingen Showground provides an important recreation, open space and tourism resource for the Bellingen community & district. It is utilised by a wide variety of sporting & recreation groups, community groups, cultural organisations and visitors to Bellingen.

The purpose of the study is to develop a 10 year Plan of Management (PoM) for the management, use and development of the Bellingen Showground (the "showground").

This has been achieved through reviewing current management, usage & operations and facilities, undertaking consultations with existing users, key stakeholders and the community, identifying future key user and community needs and making recommendations for the future provision, management and operations of the Showground to meet the identified future needs.

1.1.1. Background to Study

Bellingen Showground is managed by the Bellingen Showground Trust. The Trust is an incorporated body established under the Crown Lands Act 1989. A community-based board of trustees appointed by the Minister for Lands is responsible for managing the affairs of the Trust.

In recent years demand for use of the showground has increased and diversified. Whilst increasing use is recognised as a good trend, it impacts facility condition, maintenance, creates the potential for usage conflict and increases the management responsibilities of the voluntary Trust Board. It is likely these issues will result in an unsustainable operation, unless significant changes are made.

In addition many activities undertaken at the site (ie particularly major events) have now outgrown the capacity of the showground and its facilities, which now requires temporary access to and use of adjoining lands. The lack of formal arrangements to guarantee this access creates uncertainty for the organizers of these activities, the Trust and Bellingen that socially & economically benefits from these major events/activities.

With these issues in mind, the Trust, sought funding and assistance from the Bellingen Shire Council and the former Department of Lands in 2008 (now Land & Property Management Authority), to develop a cohesive and integrated Plan of Management to guide development and use of the showground, and provide a strong framework for its management.

1.1.2. Study Aims

The aims of the study, as expressed by the Showground Trust, in the project brief are:

- Ensure consistency with relevant documentation and legislation;
- To establish a sustainable business and operating model for the Bellingen Showground;
- To identify and leverage commercial opportunities which contribute to the sustainability of the facility;
- Ensure sustainable access and utility for the community and its guests.

The Trust also identified a number of specific issues to be addressed in the Plan of Management including:

1. The development or otherwise of caravan and camping services and association facilities;
2. Scope of demand for access to adjoining lands and securing access;
3. Requirement for infrastructure development and maintenance;
4. Establishing sustainable management structures, governance and capacity;
5. Promotion and distribution strategies for the showground and its uses;
6. Commercial development opportunities and strategies for expanding revenue streams;
7. Impacts of use on the immediate neighbourhood.

1.1.3. Plan of Management Study Approach

In line with contemporary planning policies for Crown Reserves, the Trust has adopted a "Values Based" approach to the development of the Plan of Management, in which the values of the Bellingen Showground have been identified first, to guide issues identification and strategies to protect & enhance these values. Recommendations and concepts relate to the specific environmental, social, cultural, educational, recreational and economic issues that have been identified by investigation and consultation, as well as considering existing and anticipated user demands. The aim of this approach is to make the plan more lasting and effective.

1.2 OUTLINE OF THE REPORT

The Plan of Management report is presented in two volumes.

Volume One provides a summation of the strategic framework, study recommendations & action plan for implementation of the Plan of Management.

Volume Two provides the background research & consultation undertaken to develop the Plan.

1.3 A WORD OF THANKS

The project consultant team would like to thank the Showground Trust Board and in particular Ms Caroline M Joseph, the Trust Boards Project Manager, Mr Brian Stokes, Bellingen Shire Council's Tourism Manager and Mr Peter Baumann, Senior Environmental Officer LPMA, for their guidance, advice and assistance with the study.

We would also like to thank all those members of key user groups, the community and other stakeholders who made themselves available and provided their time to provide their thoughts and ideas to the studies development.

1.4 ABOUT THE SHOWGROUND

Bellingen Showground is located on the northern side of the Bellinger River with entrances to Black Street and Hammond Street in North Bellingen. It is a relatively short distance from the Bellingen CBD and is situated in the Local Government Area of Bellingen.

The Bellingen Showground is Crown land dedicated for the purpose of showground and managed by a voluntary Trust Board (the "Trust") comprising community members. The Trust Board is appointed by the NSW Minister for Lands, to manage the showground and the affairs of the Trust on behalf of the community of NSW. A map of the site and environs is provided below.



1.4.1. Background & History

The present site of Bellingen Showground (being part Portion 15 Parish of North Bellingen County of Raleigh) was first surveyed in 1864 for conditional sale by the Crown on application by John Frisbey. However Portion 15 was subsequently taken up by William Jarrett under conditional purchase and granted in 1882.

After several ownership changes in the late 19th & early 20th century a 12 acre (4.856 ha) site was acquired by the Minister for Lands for a permanent showground site. The site was purchased from Philip Morton & Alexander Hay and surrendered to the Crown for "showground and approach roads" (being the western boundary laneway & Black St on southern boundary) in 1910.

The showground site was formally dedicated for the purpose of showground on 26 July 1911.

The establishment of a permanent showground site by the Crown, followed nearly 30 years of the Bellinger River Agricultural Association hosting shows at temporary sites around Bellingen. The Association originally formed in 1883 and the first Bellinger River Agricultural Association Show was held in that same year on "Fernmount" owned by George Tyson. In subsequent years, to 1894 the show was held on the western side of Fernmount, on land owned by John Greer. Following a short suspension of activities, Bellinger River Agricultural Association reconvened in 1903, and the showground moved to the eastern side of Bellingen on land owned by P McNally.

The first trustees for the present showground were appointed on the 27 September 1911 – being: Andrew Black, George William Gordon, David Johnston, Sidney Stephen Hindmarsh, John McFadyen, James Thomas Graham & Robert Stuart McDougall. On the 2 September 1913 a Deed of Grant was issued to the trustees to use the land "for a showground for the use and general purposes of the Bellinger River Agricultural Society" subject to a defeasance clause should it be used for any other purpose.

In 1937, the Showground Trustees obtained the adjoining Allotments 12 – 16 DP 8086 in freehold, thus increasing the available area of the Showground. In more recent times closure of the roads associated with Allotments 12 – 16 (adjacent to Hammond St) has been approved to further enhance the available area of the showground however their formal addition is pending.

Bellingen Showground Trust (a separate legal entity) was established by gazettal on 20 June 1986 and is responsible for managing the showground. The current Trust Board is appointed to manage the affairs of the Trust.

1.4.2. Description of Land

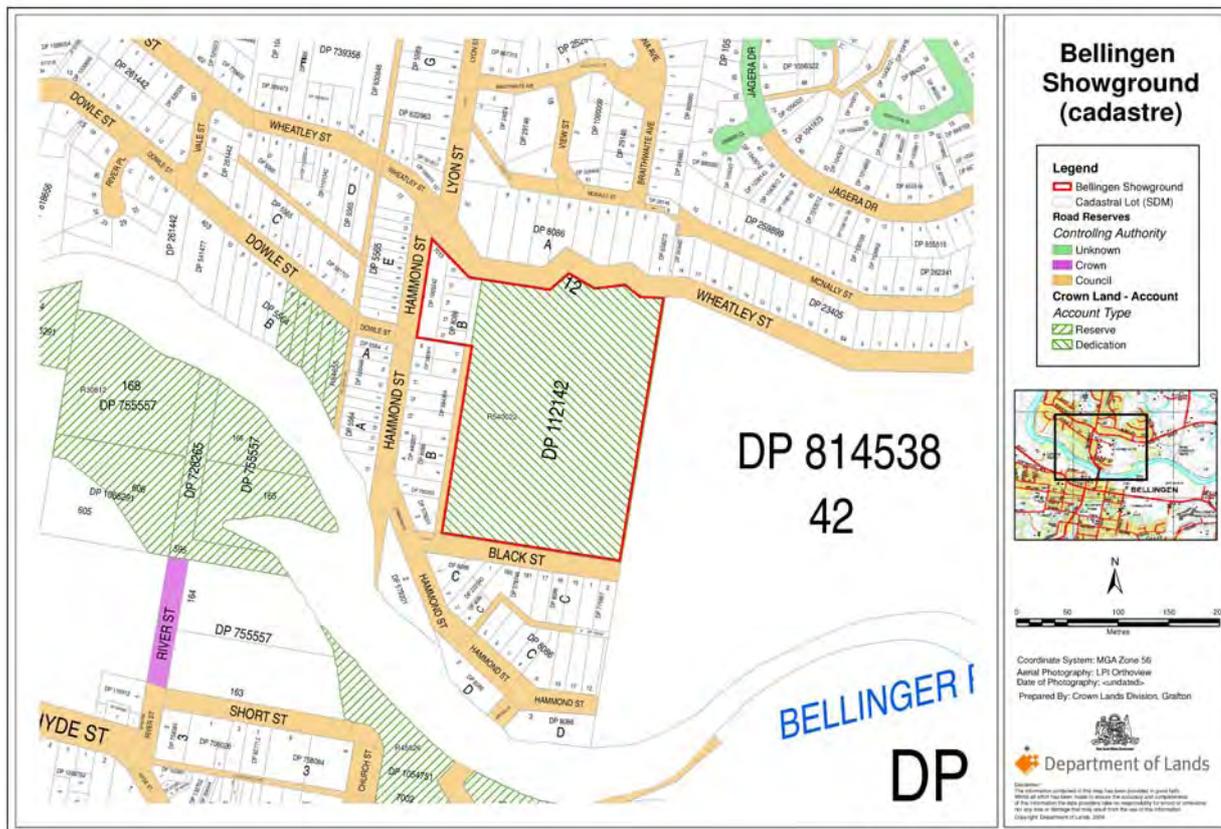
Bellingen Showground comprises Lot 12 DP 112142. Area = 4.856 hectares (12 acres) as highlighted on the map below.

The following lands are included in the showground precinct for the purposes of this plan of management pending their formal addition to the showground;

- o Allotments 12 – 16 Section B DP 8086 (Area = 2269 m2)
- o Lots 7013 & 7014 DP 1069242 (Area= 2345 m2 (approx.))

The total area of the showground precinct, including all afore mentioned parcels, is 5.32 Ha (approx.).

A map of the site and associated allotments is provided below.



1.4.3. Land Status & Purpose

Bellingen Showground (Lot 12 DP 112142) was dedicated for the purpose of Showground by gazette notification on 26 July 1911.

A Deed of Grant was issued for the Showground on 2 September 1913.

Allotments 12 – 16 Section B DP 8086 are freehold lands held by trustees of the Showground

Lots 7013 & 7014 DP 1069242 comprise public road reserves enclosed with the showground (addition pending).

1.4.4. The Trust

Following dedication Bellingen Showground was managed by appointed trustees and a deed of grant was issued in their name.

Trusts have subsequently been established under the Crown Lands Act to help protect the liability of trustees. The Bellingen Showground Trust was created by gazette notification on 20 June 1986. It is a separate corporate entity charged with care, control and management of the Showground.

The affairs of Bellingen Showground Trust are the responsibility of a community-based board of Trustees appointed by the Minister for Lands. Trustees are appointed for a term of 5 years.

1.4.5. Role of the Trust

Bellingen Showground Trust (the Trust) is charged with the care, control & management of the Bellingen Showground pursuant to Section 92 of the Crown Lands Act 1989 (the "Act").

A community-based Trust board is appointed to manage the affairs of the Trust and the Showground. The management of the Trust is the responsibility of the Trust board members and cannot be delegated. The Trust can however, employ others to assist with the management of the showground and/or delegate showground management functions to an appointed management committee, organisation, group or individual, with the consent of the Minister for Lands, pursuant to Section 97A of the Act.

The Trust can make decisions about regulating such things as:

- The way the showground is used
- The driving & parking of vehicles on the land
- Hours of entry

- Fees & charges
- Permitted & prohibited activities

For a full description of Crown Reserve Trust Management roles & responsibilities and regulatory compliance please refer to the Department of Lands "Reserve Trust Handbook" at www.lpma.gov.nsw.au or the relevant Sections of the *Act*, also at www.lpma.gov.nsw.au.

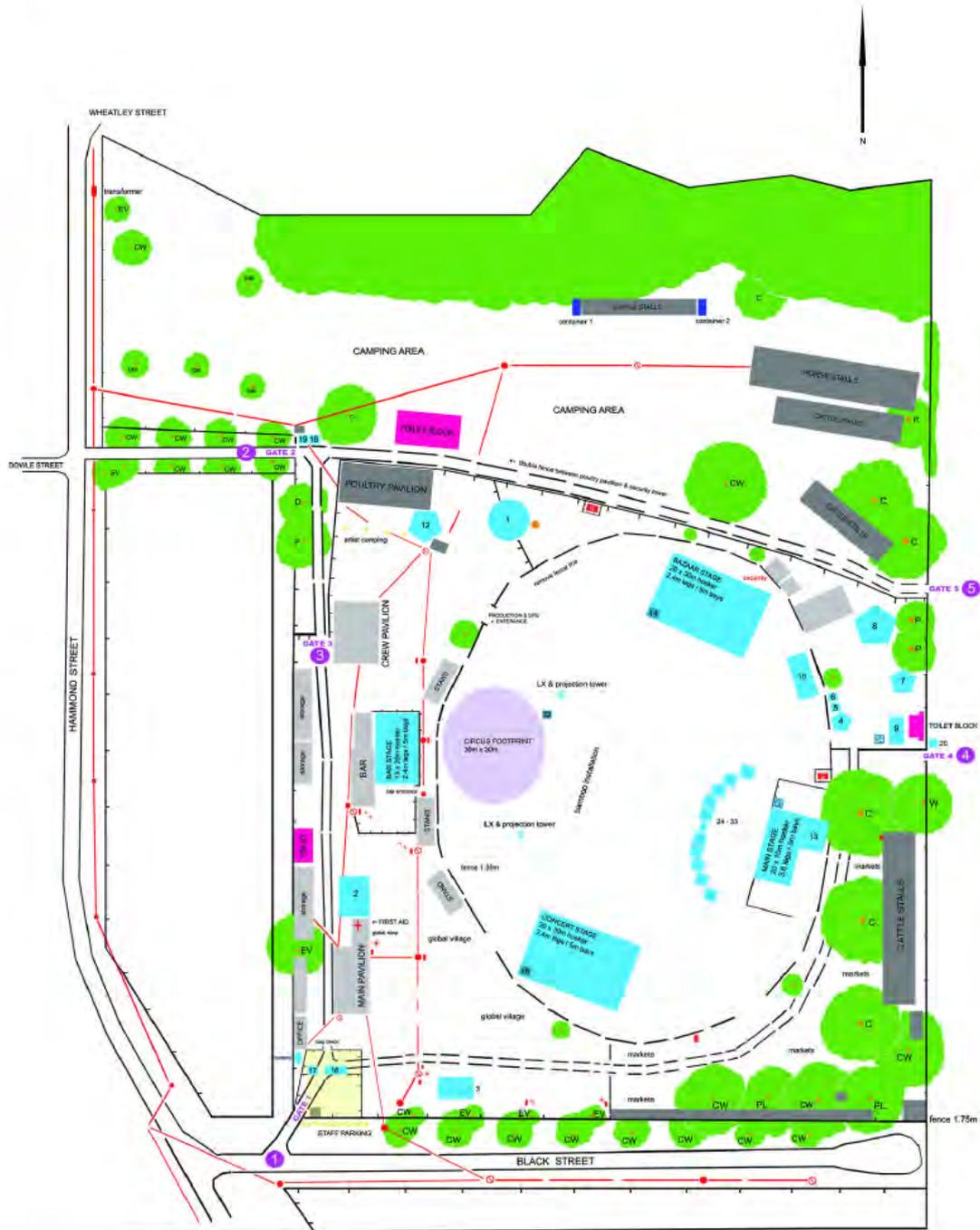
1.4.6. Description of Facilities

The showground comprises open space and a range of facilities and infrastructure, including:

- 1 show ring
- Additional open space
- 1 venue management office;
- 2 toilet blocks
- 1 ablutions block
- 1 dining hall (including commercial kitchen)
- 1 shop-front kiosk
- 1 bar/BBQ pavillion
- 1 covered grandstand
- 1 small open grandstand
- 1 multi-purpose hall/pavilion
- Three cattle/stock sheds
- Two Horse/Pony stables
- Several storage sheds
- 1 show officials/media box

A diagram of facilities & locations, as set up for the "Global Carnival" one of the site major annual events, is provided below on the next page.

Site Plan



GLOBAL CARNIVAL BELLINGEN

REDUCTION RATIO 1:500

- FLOOD LIGHT
- DISTRIBUTION BOX
- POWER
- 3 PHASE
- GATES
- GENERATOR
- cotton wood
- evergreen
- camphor laurel
- deciduous
- pine
- willow
- plane

- 1. DOME STAGE - electro lounge
- 2. 9 x 12.8 E.S tent - mosaic workshop
- 3. 6 x 9 WF - WORKSHOP 1
- 4. 6m YURT - yarn up
- 5. 3.6 x 3.6 WF - koozi male
- 6. 3.6 x 3.6 WF - koozi female
- 7. 6m YURT - market tent
- 8. 10m YURT - dharna tent
- 9. 7 x 7 P&P - kids
- 10. 7 x 14 P&P - labem workshop
- 12. 12m YURT - workshop 2
- 13. 6 x 9 WF with floor - artist change
- 14. 3.6 x 3.6 WF (no roof) - artist change concert
- 15. 3.6 x 3.6 WF (no roof) - artist chance bazaar
- 16. 3.6 x 7.2 WF - gate 1
- 17. 3.6 x 3.6 WF - gate 1
- 18. 3.6 x 3.6 WF - gate 2
- 19. 3.6 x 3.6 WF - gate 2
- 20. 3.6 x 3.6 WF - gate 4
- 21. 3.6 x 3.6 WF - main stage crew
- 22. 3.6 x 3.6 WF - circus change room
- 24-33. 5m PAGODA - mainstage shade
- 34. amazing drumming monkeys 3.5 x 3.5 space

Section Two: Basis For Management



2.1 INTRODUCTION

This section of the report outlines the policy framework for the PoM, including reserve values, aims, objectives and guiding principles for the future management of the Bellingen Showground.

Key study findings, strategic directions, action planning and recommendations are found in Section 3 of this Volume (1).

2.1.1. Values of the Reserve Area

The land is dedicated under the Crown Lands Act 1989 for the public purposes of "Showground".

Following evaluation of current and future potential use and management, application of LPMA policy and consideration of consultation, the following values have been determined to relate to the Bellingen Showground. The strategies and outcomes outlined in this plan have been devised to protect and enhance these values.

Recreation

The Bellingen 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, outdoor sporting and spectator facilities, major events infrastructure, indoor community hall/meeting facilities, passive recreational areas that support activities such as walking, bike riding, picnicking/bbq and camping.

Traditionally, recreational use has been associated predominantly with agricultural shows/exhibitions and equestrian related activity, however this has expanded over time to encompass a broad range of active and passive community and recreational activities and major events as the facilities have been improved, the demographic profile of the township and associated community needs, demands and recreation preferences have changed.

The general theme today is for family orientated, generally inexpensive recreation based in a formal sporting and open space recreation reserve environ.

In the future there is likely to be greater need and demand for greater access to the site for camping, due to the closure of other camping accommodation sites in the township, to support the growth of major events in the township - a key economic driver in the local economy - and demand for cheaper recreational accommodation alternatives in an aging society and uncertain economic climate.

Bellingen Shires Growth Management Strategy 2006-2026 has identified the need for enhanced access to quality indoor and outdoor community and recreation facilities in the Shire and to meet the needs of the North Bellingen growth area, as other existing infrastructure ages and becomes less appropriate for community need. Bellingen Showground is one of the few local recreational areas that has a central location, the quality, capacity & flexibility to accommodate a wide variety of activities, including major events and is a pivotal element of the overall provision of recreation and open space in the Bellingen area.

Cultural Heritage

Bellingen Showground was dedicated on 26th July 1911 and pre-dates proclamation of the Town of Bellingen, which occurred on 24th December 1925.

A review of historical information sources found relatively little information about the showground or the Trust, which is often the case, when a public facility is synonymous with a community and its sense of place.

In 2011, the Bellingen Showground will celebrate its centenary. The milestone offers the Trust and community a great opportunity to celebrate the people, activities and stories that have been associated with the Bellingen Showground over the past 100 years.

One event and organisation that is likely to be very much part of centenary celebrations will be the Bellingen Show and the associated agricultural society. The Bellingen Show has been held continuously at the site since its gazettal and has been running for more than 125 years almost continuously, having first started in 1883.

Although not documented, anecdotal evidence from stakeholder consultations suggest most of the buildings and facilities at the site were built in the early years of the twentieth century, following the sites dedication. A number of additional amenities & utility buildings have been built since this time and/or replaced as required. At the time of writing, there was no known heritage listing for any of these buildings.

Economic Values

Crown reserves across NSW provide important social, economic environmental and recreational assets and opportunities. Bellingen Showground adds significantly to Bellingen's economic and tourism activity and success, particularly as an events and meetings venue and associated accommodation.

Various economic & tourism development strategies confirm the importance of agribusiness, tourism and creative industries to Bellingen Shire's economic development and success, all of which currently or could potentially be supported at Bellingen Showgrounds through various uses and events.

The review of other similar facilities in Bellingen Shire indicates the Bellingen Showground is the only venue cable of hosting major events in the Township, which would be further enhanced by secure access to adjoining freehold land currently used in conjunction with major events.

In excess of 35,000 visits are made to the site per annum and income generated from all activities on-site (including camping, equestrian, regular and events hire)

by the Trust is estimated at approximately \$44,000 per annum on average. In addition, the Trust and other community members contribute a significant amount of volunteer time and effort to the management and operations of the Showground and associated activities and events.

Major tourism events hosted at the venue, including "Global Carnival" and "Camp Creative", are estimated to contribute in excess of \$2 Million dollars to the local economy per annum and create approximately 32 FTE equivalents. The economic contribution of all events is estimated as being much higher, however not all events, including the Bellingen Show, had been assessed at the time of writing.

This plan of management has identified significant potential to enhance the financial performance of the Bellingen Showground Trust and the economic contribution of the Bellingen Showground to the local economy in the future, through enhancement of existing and attraction of new events, community hall/facilities enhancement and hire, potential consolidation of operations, activities and infrastructure and tourism accommodation.

The land is valued at \$ 336,000 (Council valuation 1/7/07). No valuation of buildings and improvements was available during preparation of the PoM.

Community & Social Values

Bellingen Showground, like many Crown Reserves of its kind around NSW provides important social infrastructure for the local community and people of Bellingen. The showground has long been used and become a focal point for community life, with meetings, social gatherings, community leisure, education, learning and development activities the most common uses of the site. Important Community and Social values include:

Sense of Identity

Extensive consultation with the Bellingen community undertaken for the project reveals a strong sense of ownership & identity with the Bellingen Showground. Many community members have had a long association with the site of several decades and cite the showground as integral to the social & cultural fabric of the Bellingen community & its way of life. Coupled with this sense of ownership & identity is a strong sense of custodianship amongst users and the need or responsibility to protect & enhance this important public asset for future generations.

Health & Wellbeing

Bellingen Showground contributes to the health & wellbeing of the local community and to visitors to the Shire. It provides a place for physical activity, mental stimulation, contemplation & social connection. Similarly, Bellingen Showground is well placed to capitalise on recent growth trends in community desire to get "back to basics", participate in health & wellbeing activities (ie wellness classes, retreats, wellness tourism etc) and "gate to

plate" (ie farmers & produce markets), offering future potential opportunities for the Showground to attract more venue hirers and users.

Arts

Bellingen Showground has long been a place for artistic expression, in its design, development & presentation, venue for artistic education and training and supporter of emerging & professional artists through events, performances and other activities. Many future opportunities identified for the site are linked to arts and creative industries.

Learning

The Bellingen Showground has traditionally and will continue to be used by the community as a place of learning & sharing ideas, whether about new agricultural practices, perfecting horsemanship or new environmental technologies.

Environmental

The Showground is located within the Bellinger river floodplain and incorporates the steep hill slope to the north of the site. The site is predominantly cleared arable land set on alluvial river plain soil. Major modifications at the site include the clearing of native vegetation for pastoral use in the early 19th century; a reclaimed drainage line and introduced tree species including Camphor Laurel, Plane Trees and common Pine Tree. Various other non-native species also grow on-site.

The only significant area of native remnant vegetation on site is located on the steep slope directly to the north. The Trust, with the assistance of various Government funded work programs, and most recently "Envite" have been actively remediating & regenerating native vegetation in this area for a number of years now, in accordance with a weed management plan.

The site has a number of significant environmental constraints that impact the way the site is managed and future development potential. The site has poor drainage and is flood prone due to its location within the Bellinger River floodway and on filled creek/drainage paths, resulting in regular inundation and flooding. "Floodway" is defined within Development Control Plan (DCP) No 23 - Flood & Riverine Processes, it refers to a hazard category and severely restricts the development potential of this area. The Development Control Plan outlines the development controls adopted by Council in the Floodplain Risk Management Study & Plan (2002).

Council's heritage register currently lists significant trees, including the Camphor Laurels on the heritage register (soon to be incorporated into the new draft LEP, under standard instrument "environmental heritage"). As such, future management by the Trust must balance the maintenance of significant trees, which are also registered environmental weeds (ie Camphor Laurels) with its desire to manage the site according to best environmental practice.

The site is also a feeding ground for flying fox, a registered vulnerable species, which roosts nearby.

Whilst the Bellingen Showground predominantly comprises cleared agricultural land and urban public open space, it has an important role to play in the Bellingen Township in flood mitigation, maintaining green corridors and links, conserving/enhancing remnant vegetation and in raising awareness about environmental issues and sustainability.

2.1.2. Vision

The Bellingen Showground Trusts vision for the Bellingen Showground is:

"To be a central and essential element of Bellingen community life and a leader in community governance and management of public assets".

2.1.3. Mission

Our Mission is to:

Be a partner with the community & government delivering a sustainable social, economic and environmental future, to operate sustainably and to maximum community benefit, through the encouragement of traditional, new and diverse uses of the showgrounds, whilst protecting and enhancing its distinct heritage, social, cultural and recreational values.

2.1.4. Management Objectives

The management objectives for the Bellingen Showground Trust, in terms of the Vision and Values outlined above, are as follows:

- o To ensure that the ongoing use and management of the Bellingen Showground significantly contributes to the economic, environmental, social and cultural sustainability of the Bellingen community;
- o To preserve and enhance the values of the Bellingen Showground for future generations;
- o To enhance and activate public access and amenity by improving the facilities & infrastructure, public open space and linkages to CBD and residential areas;
- o To review existing uses, facilities and infrastructure and provide options for future sustainable ongoing facility provision & use - this will include

- consideration of multi-use & shared use arrangements, resourcing and financial viability
- o To ensure the Bellingen Showground is well resourced and financially self sustaining
 - o To enhance & ensure ongoing community involvement in the planning and management of the Bellingen Showground
 - o To work with other agencies and the community to ensure effective management and development of the Bellingen Showground.
 - o To identify, and develop strategies to manage environmental issues that affect the site (ie flooding, remnant vegetation & weed management,)
 - o To ensure facility provision & activities conducted at the showgrounds meet required risk management principles & practice (ie OH&S, Duty of Care, Insurance etc)

2.1.5. Guiding Principles

As mentioned in Section 1 above, the planning and management of the Bellingen Showground will be guided by the provisions of the Crown Lands Act 1989. Overarching Principles of Crown Land Management are outlined in Section 11 of the Act, and cited in Volume Two of this Plan of Management.

The Bellingen Showground Trust has developed guiding principles for the future management of the Bellingen Showground, incorporating the Principles of Crown Land Management, the unique characteristics of the Bellingen Showgrounds use, culture and best practice community facility planning principles.

The principles guide how the Showground Trust approach future planning, development & management of the Showgrounds and to which all strategy initiatives tie back to and help realise.

There are 11 overall principles as follows:

1. **Working together**, within the Trust, with key users and stakeholder, the community, the region, government & non government organisations, creating the ongoing structures, links and partnerships to maintain & enhance sense of ownership & identity, increase involvement, levels of usage & financial viability.
2. **Balancing** community & user needs with operational imperatives.

3. **Outcome focussed planning, management & funding priorities** assessed against strategy direction, identified need and appropriate triple bottom line benchmarks
4. **Leadership** by the Trust in the planning, management, co-ordination, funding and resource allocation to realise the vision & implement strategy initiatives. This will require attention to good governance principles of equity, fairness, transparency and accountability.
5. Facility provision based on increased **shared and multi-use, high quality and safety standards, environmentally sustainable and flexible design**
6. Where appropriate & achievable **improvement of existing facilities, before provision of new facilities**
7. **Recognise & continue to support high levels of use by a broad & diverse range of users** in developing policies, systems and infrastructure.
8. Business orientated management **to ensure sustainable & viable operations**
9. **Communicating** with the community, potential “customers” and marketing networks about what’s on offer and **involving** the community & stakeholders in the planning and development of their Showground
10. **Evaluation and monitoring performance** on a regular basis (assessed against recognised and relevant benchmarks and levels of customer satisfaction).
11. **Sustainable**, environmentally responsible and enhancement based approach to facility & service planning and development.

These principles form the basis and guide for the range of future strategy initiatives, as the diagram on the next page indicates.

BELLINGEN SHOWGROUND PLAN OF MANAGEMENT

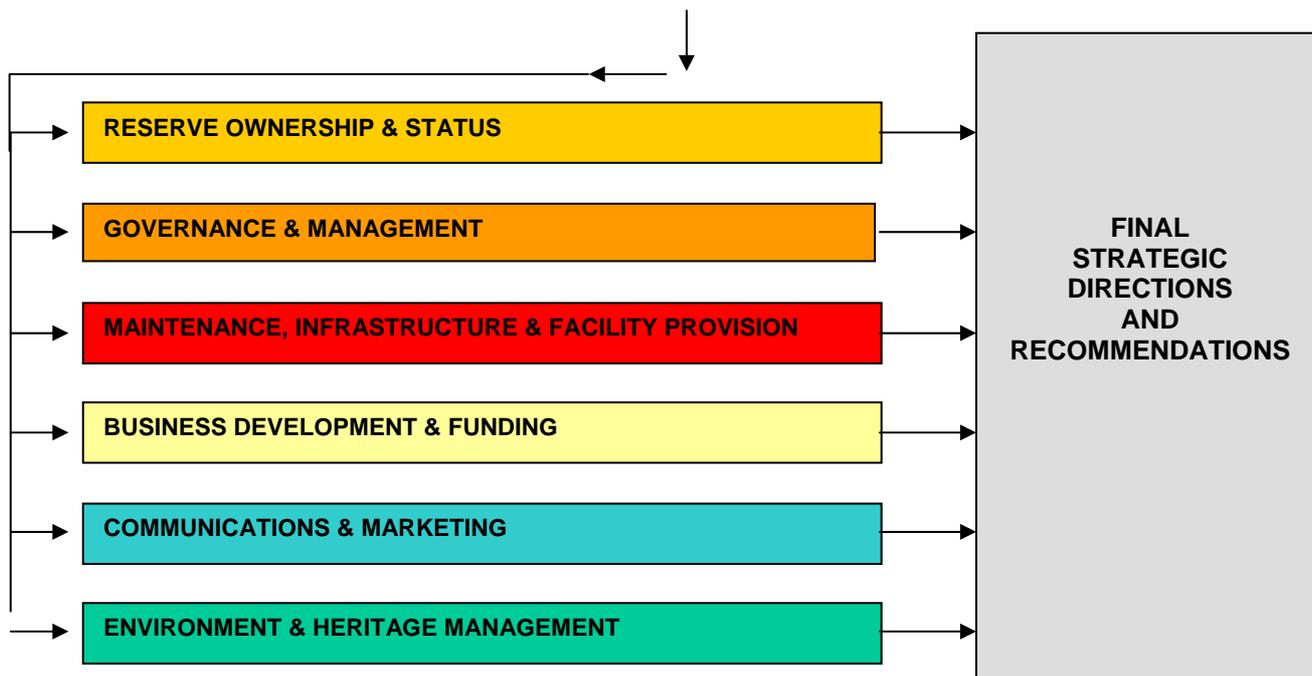
**MARKET RESEARCH AND
CONSULTATION FINDINGS**
VALUES & NEEDS IDENTIFIED



KEY FUTURE STRATEGY PRINCIPLES

1. Working Together
2. Balancing needs with operational imperatives
3. Outcome focussed funding priorities
4. Leadership
5. Shared and Multi-use, High Quality, Safe, Sustainable & Flexible Design
6. Improvement to existing facilities before provision of new
7. Recognise & Supporting High levels of use by broad & diverse range of users
8. Business orientated management to ensure sustainable & viable operations
9. Communicating & Involving residents & stakeholders
10. Evaluation & monitoring performance on a regular basis
11. Sustainable, responsible, enhancing environment

KEY STRATEGIC INITIATIVES AND RECOMMENDATIONS



Section Three: Strategy & Action Plan



3.1 BLUE PRINT FOR MANAGEMENT

The key findings from the study's research and consultation have been developed into the Plan of Management Strategy, Recommendations & Action Plan which is detailed in the tables **on the following pages**.

The following "Plan in Brief" provides the "Blue Print" for Management, it summarise the overarching direction & approach, the intent, which is born out in the detailed action planning. It is the plan "at a glance" and provided to help the Trust & key stakeholders to understand & to help communicate the way forward.

The Plan in Brief

- More appropriate & expansive dedicated purpose
- More secure access & expanded Bellingen Showground as opportunity arises
- Positioned as one of Bellingen's most important community & economic assets
- Greater government support & assistance in resourcing & strategies for future operations
- Legal Instruments, Systems, Policies & Procedures in place, including risk management
- Maximum utilisation through shared use, flexible & multi-purpose facilities, site layout & design
- More professional & business orientated management
- Marketing & promotion aligned to local events & regional initiatives
- Facilities upgraded and maintained to high standard & use of up to date technology
- Increased public access & use
- Improved community & stakeholder involvement & engagement
- Responsible environment & heritage management
- Business development opportunities pursued where feasible/appropriate to support future development
- More strategic & aggressive pursuit of grant & sponsorship funding

The Approach

The prioritisation of recommendations and actions is guided by the following approach:

Enabling Action	<ul style="list-style-type: none">• Legal status must be correct & supportive• Administration, use & operational systems in place• Existing User & Community Involved & Supportive• Partnerships & Networks secured
Improving Existing Operations Action	<ul style="list-style-type: none">• Management & staffing at appropriate levels• Existing business operations & facilities improved• Environment & Heritage protected
New Business Action	<ul style="list-style-type: none">• New Business Development Opportunities planned & tested• Funding secured• More Programs & Packaging• More Marketing & Promotions

3.2 STRATEGY & ACTION PLAN

The Strategy & Action Plan tables include the following sections & key headings:

- Summary of the study findings
- Strategic Directions
- Recommendations/Actions
- Priorities
- Resourcing

The Priority column within the tables indicates a time line for each recommendation and includes the following key.

- Immediate 1-3 yrs High (H)
- Medium 4-7 yrs Medium (M)
- Long 7+ yrs Low (L)
- Continual Ongoing (ON)

3.2.1. Key Findings - Land Ownership & Status

The following summarises the key findings in relation to Land, Ownership & Status.

Table 3.1 provides the strategic direction and actions responding to the key issues.

3.2.1.1. Purpose

Bellingen Showground is currently dedicated for the purpose of "showground".

The notified purpose does not reflect the diverse range of uses that currently take place at the showground and have occurred for many years, nor the future potential uses of the showground.

The identified current range of uses/activities undertaken at the site include, but are not limited to, the following:

- Agricultural Shows
- Equestrian training & events, agistment
- Major Events
- Community events & markets
- Community meetings/conferences/social gatherings
- Education & training, leisure, arts & cultural programs
- Primitive camping
- Community Storage (ie Community Transport)
- Passive and outdoor recreation
- Environmental enhancement

Some of these activities are more consistent with public purposes such as "public recreation", "community purposes" and "tourist facilities & services"

The current notified purpose limits the Trust Boards ability to meet the future vision & objectives for the Bellingen Showground to increase usage and improve the long-term sustainability and viability of the Showground.

3.2.1.2. Dedication

Bellingen Showground is "dedicated" for the purpose of Showground. This is the highest form of Crown reservation and any proposed revocation or amendment of the dedication must be tabled in both Houses of Parliament and approved by the Minister for Lands.

3.2.1.3. Land & Facility Ownership

The showground precinct currently includes freehold lands being Allotments 12 – 16 Section B DP8086 obtained by trustees of the showground in 1937.

The freehold titles may provide an opportunity to consider options for alternate development and/or sale of the land if it can be shown to be in the best interests of the Showground. However, opportunities for new or alternative development are severely limited by the site location within the Bellinger River floodway, which sees the site subject to Development Control Plan 23 – Flood & Riverine Processes.

On review, integration of these lands into the Crown reserve system should fulfil the intent behind the lands acquisition at the time and is considered to be in the best interests of the Showground and the wider community. In conjunction with this action the former Crown roads adjoining the allotments will also be formally brought under the Crown reserve system and added to the showground.

The Trust derives considerable benefit from access to adjoining freehold lands (part of Lot 42 DP814538) to conduct many of the activities currently undertaken at the Showground, including major events and equestrian activities.

These activities represent a substantial proportion of the Showgrounds annual usage and the Trusts annual income.

The Trust currently pays an annual lease fee to the adjoining land owner for use of the neighbouring paddock, paid per quarter. This is approximately \$300 per quarter. The event organisers of “Global Carnival” have indicated they also pay a fee for use.

There is no written documentation or legal instrument covering the usage or liability arrangements with the land owner. Without a legal instrument, both the land owner and the Trust, have a lack of certainty of use/income and higher risk exposure.

Market research & consultation undertaken for the Plan of Management indicates the adjoining paddock is of vital importance to the ongoing viable operations of the Trust including major tourism events and identified future needs and development potential of the Showground.

Preliminary discussions with the adjoining land owner have indicated they are willing to consider selling their property either in its entirety, or in part, to the Showground. However Council development consent is required for any subdivision. Under the current Bellingen LEP, Council is unable to grant consent for residential development of the adjoining land, due to the proximity of the Bellingen Treatment Plant buffer zone.

In the meantime the land owner has indicated a willingness to enter a legal instrument, on the basis that it does not adversely affect the potential sale of the land or proceeds of sale.

Table 3.1
 Strategic Directions & Actions – Bellingen Showground Ownership & Status

Bellingen Showground Ownership & Status				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
PURPOSE & STATUS	<p>The strategic direction in relation to dedication & purpose are:</p> <p>Align reserve purpose with current & future identified use, needs and demands</p>	<p>The recommended actions in relation to reserve dedication & purpose are:</p> <p>1: Review the showground dedication with a view to re-dedicating or reserving for more appropriate or additional purposes (ie “public recreation”, “community purposes” and “tourist facilities & services”).</p> <p>2: Endorse “public recreation”, “community purposes” and “tourist facilities & services” as compatible and acceptable additional purposes for the showground pursuant to Section 112 – Crown Lands Act 1989</p>	HIGH	LPMA
ACCESS & SITE EXPANSION	<p>The strategic direction in relation to Access & Site expansion are:</p> <p>Secure long-term access and seek expansion of Showground Reserve of adjacent land.</p>	<p>The recommended actions in relation to land ownership are:</p> <p>1: That the Trust, with the assistance of LPMA, negotiate a long-term lease of the neighbouring land with adjoining land owner,</p> <p>1a. That failing successful negotiation of a long-term lease, that an alternative legal instrument of use be negotiated & entered into. That this agreement detail terms of payment, use & legal obligations of both parties to the agreement. That this agreement covers all activities of the Trust and showground hirers.</p> <p>2: That the Trust, with the assistance of LPMA, negotiates first right of refusal on neighbouring land sale, and continues to monitor conditions of sale.</p> <p>3: That the Trust, continues to monitor business performance, and subject to future</p>	<p>HIGH</p> <p>HIGH</p> <p>ON</p>	<p>LPMA</p> <p>LPMA</p> <p>LPMA,</p>

Bellingen Showground Ownership & Status

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<p>proposed developments location & viability assessment, advocates the acquisition of the land.</p> <p>4: That subject to future proposed development viability analysis & site master planning (See Strategic Initiative 3) the Trust consider opportunities for land development &/or sale of freehold allotments, to assist with future land purchase funding strategies.</p>	<p>LOW</p>	<p>BSC</p> <p>LPMA, BSC</p>

3.2.2. Key Findings – Governance, Management & Staffing

The following section summarises the key findings in relation to Governance, Management & Staffing.

Table 3.2 provides the strategic direction and actions responding to the key issues.

3.2.2.1. Trust Management

Background research & consultation indicates there is a great deal of support, goodwill and appreciation for the Bellingen Showground Trust Board and a general feeling that the Showground offers good facilities and services for the very limited human and financial resources available. However, there is also support for a more professional management approach to help overcome the considerable challenges arising out of increasing use & declining infrastructure.

Key options to encourage more professional management include:

- More involvement of Bellingen Shire Council & LPMA in the management of the reserve
- Skill or stakeholder based Trust Board recruitment (recognising this is occurring on ad hoc basis currently and volunteer attraction issues)
- More paid staff &/or out-sourcing of administration & operational functions
- More communication, involvement & regular feedback from key users & stakeholders.
- Trust to adopt a leadership role, as a public land manager.

3.2.2.2. Roles & Responsibilities

There is a general lack of understanding amongst key users, stakeholders and the community that the Bellingen Showgrounds is managed on a volunteer basis, of the role & responsibilities of the Trust Board and land & building ownership & status.

Key issues for the Trust include:

- Unrealistic expectations of what the volunteer Trust Board and Showground reserve can offer in terms of facilities and service standards,
- Poor perception of reserve management,
- Misunderstanding & conflict between users and the Trust Board,
- Greater time, emotional & physical burden on Trust Board members to undertake daily maintenance such as cleaning, rubbish removal etc. and negotiating with user groups etc. This is exacerbated within a small community, and leading to higher risk of volunteer burn-out.
- Long tradition of use, lack of understanding of building ownership and status results in users believing they have ownership & exclusive use of particular facilities,

- Ownership & exclusive use arrangements are discouraging multi & shared use of facilities, which would support/encourage greater use & more financially viable operations.

Options identified to improve understanding of roles and responsibilities include:

- Improved promotion & communication of Trust role & responsibilities, as outlined in the LPMA "Trust Handbook".
- Development of user policies & procedures
- Greater involvement and more transparent Trust planning & decision making processes

3.2.2.3. Staffing

The Trust currently employs 1.5 FTE for facility servicing (ie. cleaning, rubbish removal), daily maintenance (mowing etc), general maintenance & improvements. Paid employment is supplemented by Envite teams who undertake various environmental and facilities improvement work.

There is a need to increase the level of paid staff levels to:

- Improve service & facility maintenance standards and thus ability to attract more users and increase fee levels in line with operational costs & improvement needs,
- Improve Trust capacity for future planning & development of the reserve,
- Reduce OH&S risk exposure and volunteer burn-out.

Key issues with respect to staffing include:

- Current staffing levels do not meet the daily servicing and facility maintenance required to ensure high level of service & amenity expected/demanded by users.
- Envite teams undertake much of the site improvement works, but are not guaranteed.
- User dissatisfaction with facility standards results in poor perception of management and unwillingness to pay higher fee levels to assist management to raise facility maintenance standards
- Inability to raise fees in line with rising operational costs limits Trusts ability to employ more staff & improve standards.
- Existing staff currently undertaking a large amount of unpaid hours per week.
- Lack of paid staff resources results in Trust Board undertaking daily operational & physical work. This results in time & effort not being directed to planning, development & management activities of Trust.
- The physical nature of the daily & maintenance work is inappropriate for volunteers, many of whom are aging, placing the volunteer, Trust and Crown at risk.
- The level of facility maintenance required is increasing as facilities age and as usage increases

- Although unproven, it is believed by the Trust Board and users that the lack of presence of a permanent &/or live in paid caretaker contributes to high levels of vandalism at the Reserve.
- Reserve dedication limits the ability of the Trust to improve income & revenue streams, through proven revenue generating activity such as an approved camp ground

Options identified to increase staff resources include:

- Direct employment of full time caretaker (subject to improved financial performance),
- "Out-sourcing" via entering service agreements with either Bellingen Shire Council or LPMA,
- Increased attraction of funding for employment development schemes,
- Reduce the need for paid staff, by increasing the level of user responsibility and or by delegating to volunteer working groups/committees

3.2.2.4. Succession Planning

The current sound operation of the Bellingen Showgrounds can be largely attributed to the skill & level of commitment of current board members and volunteers. Without systems & processes the organisations success is heavily reliant on the people involved & at risk when those people leave. There is a need to develop organisational management succession strategies to address:

- Potential loss of current Trust board members at the end of the trustees term in 2009, and other long-term members of key user groups
- Changing behaviours seeing volunteers interested in more short-term & limited commitment activities

There is a need to increase the level of volunteer contribution and assistance at the Bellingen Showground. Many of the tasks identified to improve service standards, user satisfaction and long-term sustainability can only be achieved through enhanced volunteerism.

3.2.2.5. Volunteerism

Key Issues identified through research and consultation conducted for the study include:

- Like most volunteer based organisations across all sectors and in most communities, the volunteer base at the Showgrounds has declined in recent years.
- Declining volunteerism has increased the burden on fewer volunteers and increases the risk of burn-out.
- Many current volunteers are aging, this limits the kind of activities they can be reasonably & safely expected to undertake

- A declining & aging volunteer base increases the organisational risk to a lack of management in the near future (eg Trust Board 5 Year term ends 2009).
- There is substantial support and goodwill for the Bellingen Showground Trust amongst users, stakeholders and the community that could be built upon with appropriate volunteer attraction and management systems in place.
- Many users of the site are volunteers and there is a need to recognise their status and contribution as volunteers
- Many volunteers of user groups at the showgrounds have had a long association with the Showground
- Many volunteers are members of multiple volunteer organisations in Bellingen
- Many current users, stakeholders and community members indicated they would be willing to volunteer if appropriate mechanisms were in place to encourage their involvement.
- Despite the challenges/issues identified, there is strong support for the Showgrounds to continue to operate as a community based organisation for the foreseeable future.

Possible options identified to increase volunteerism include:

- Establish volunteer recruitment, management & recognition strategy.
- Consider joint volunteer management strategies (ie possibly Bellingen Shire Council, who have also identified need for a volunteer strategy as part of the tourism strategy)
- Where appropriate, consider establishment of project working groups/committees, under the Trusts powers of delegation specified in the Act, to deliver key projects/initiatives.

3.2.2.6. Policy & Procedures

The following summaries the key study findings in relation to policy, procedures & usage arrangements:

The organisational review indicates a lack of formal policies, procedures & usage arrangements. Consultation with Trust Board members, key users and stakeholders indicate that whilst this offers simplicity & flexibility of use & a sense of community ownership, it is also a source of perceived secrecy & unfairness/inequity in Trust management of Showgrounds.

Key issues identified include:

- Perceived lack of transparency & accountability in bookings management, fees & charges, use responsibilities
- Undermining of the Trusts ability to encourage & enforce user responsibilities, new behaviours such as shared use and gain support for new uses and development initiatives.
- Inefficient use of Trust Board member time and resources.

- Increased opportunity for double bookings, incompatible use bookings, inappropriate service levels to meet user requirements.
- Increase opportunity for conflict between Trust and users and satisfaction with being involved.
- Unwillingness of users to pay due to uncertainty as to how fees will be spent
- Neighbourhood impacts of social use & major events (ie. Alcohol related behaviour)

Key policy & procedure areas to be addressed include:

- Bookings & site access management
- Hiring & user agreements
- Event Use & Management Requirements
- Pricing structure & review process
- Purchasing & expenditure policies

3.2.2.7. Financial Management

The key study findings in relation to financial management are:

The Trust currently operates in a break-even position with a turn-over of approximately \$44K per annum. Discussions with LPMA staff & the similar facilities review indicates this is a relatively good position when compared to other similar facilities. The last two years has seen improving performance.

Current financial performance is heavily reliant on volunteer contributions to management & operations.

The Trust is currently meeting financial management obligations under the Act, including audited statements etc. however there are identified areas of improvement as detailed below.

Key issues or areas of improvement identified through study research & consultation indicates:

- Financial records unable to show break-down of business activity areas & performance
- Inefficient/undocumented fees collection & invoice payment system, leading to user dissatisfaction.
- Increasing expenditure particularly for government charges, utilities costs & maintenance
- Limited direct government financial assistance or indirect assistance by way of waivers/concessions
- Lack of direct links & transparency in fees & charges related to expenditure, leading to user dissatisfaction & resentment of fees.
- Lack of sponsorship & donations policy to assist improvement of understanding of ownership status

3.2.2.8. Risk Management

The key study findings in relation to insurance, OH&S, risk and contingency management indicate the Trust is at present highly exposed in a number of areas:

a) Insurance

The Trust is currently under insured for the full range of activities currently taking place at the Showgrounds. There is a need to ensure the Trust has a broader range of insurance to cover the range of activities and work arrangements in place now and likely in the future.

Key issues in relation to insurance are:

- Trust Board currently covered for Public Liability & Indemnity through the LPMA.
- No cover for Volunteer Accident or Workers Compensation
- No Building & Content Insurances
- No formal policies & procedures to ensure key users carry the appropriate insurances
- Major events do not take out events insurances, which if cancelled could prevent future hosting of those events, and thus major part of Trust income.
- A number of users indicated insurance expensive & difficult to maintain.

b) Occupational Health & Safety

The Trust has no policies & processes currently in place to identify, make aware and protect Showground users, volunteers and workers of Occupational Health & Safety issues. There is a need to establish OH&S policies & procedures to ensure continued use and operational viability.

Key issues identified include:

- Lack of policies may impact the Trusts ability to attract & retain volunteers, staff & users and gain adequate insurances.
- User report difficulty obtaining licences, due to bureaucratic processes & cost. This may impact success & level of future use of Showground.
- Lack of clarity and uncertainty as to the extent of Trust member liability & responsibility.

Key OH&S to be addressed for workers &/or hires & users of the Showgrounds are:

- Safe Handling of Chemicals
- Safe Operation of Equipment
- Personal Protective Equipment
- Sun Protection Policy

- Food Handling & Safety
- Certification & Licensing (vehicular, equipment, utilities etc)
- Working in Agricultural Environments
- Inoculations
- Critical Incident Handling Procedures & Reporting
- Review & Assessment Processes

c) Risk Management Policies & Procedures

The Trust has no risk management policies, procedures or reduction strategies in place. In the future, this will impact the Trusts ability to attract & retain users and gain affordable and adequate insurances as levels of exposure are not documented & managed.

Key hazards/Issues to be addressed include:

- Flood Mitigation & Evacuation
- Event Staging & Venue Remediation
- Building Compliance
- Equipment/Chemical Storage
- Installation & Maintenance standards
- Horse & People Management
- Overhead & Underground Power & Services
- Site Safety & Security
- Agricultural Disease/Pest Management
- Serving of Alcohol in Public Place

d) Contingency Planning

The Trusts & Showgrounds current operations and many future opportunities and strategies identified within the study are dependent on factors that are uncertain, requiring the Trust to consider a range of scenarios.

Key factors to address include:

- Management structure inoperable due to failure to attract/ or misfortune of Trust Board members;
- Failure to attract new volunteers
- Inability to secure access to adjoining lands
- Declining financial position of users or loss of Major Users/Events and impact on Trust financial position
- Planning constraints prevent further development

3.2.2.9. User Access

The study key findings indicate there is a need to better manage site and facilities access. The key issues identified include:

- There is currently limited control over user access to the various facilities & amenities at the showgrounds.
- Tradition of use and facility design issues contributed to hirers/users belief they are entitled to use all facilities (particularly amenities).
- As the use of the showgrounds has increased & diversified facilities/amenities need to be allocated to various users/hirers.
- Consultation with users & key stakeholders indicates growing dissatisfaction because facilities are not cleaned or being used by others, despite a booking being made.
- Increased cost & burden on Trust members to manage site access and ensure the facilities are cleaned.
- At the same time, some user groups have exclusive access to buildings on-site (that Trust Board members cannot access), leaving some buildings unused for a majority of the year, impacting use & viability of the Showgrounds.
- A lack of site zoning, delineated by site layout & design, fencing & signage etc. is increasing safety concerns between different user groups (ie horses & people, cars & children, campers & other users etc) and the risk of user conflict.
- Lack of master key system, to reduce accidental loss of keys, control access
- Users & Hirers currently pick up keys from the Trust Secretary. This increases the burden on the Trust Secretary & the user to be available for key pick-up & return at certain times. It also contributes to perceived sense of secrecy surrounding the operations of the Trust.
- Issues of key access in an emergency

Options identified to improve site access include:

- Site Zoning
- Master Key System, potentially linked to the new Bellingen Shire Council Master Key system
- Central key Pick-up & Return point

Table 3.2
Strategic Directions & Actions – Governance & Management
Governance & Management

AREA	STRATEGY DIRECTIONS	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
GOVERNANCE, MANAGEMENT & STAFFING	The strategic direction in relation to Governance and management are:	The recommended actions in relation to governance, management & staffing are:		
	Greater involvement & responsibility of Government stakeholders	1: Review board recruitment & membership processes in consultation with LPMA. Consider skills, key business areas, alliance & stakeholder based membership. Specifically, consider Government stakeholder representatives.	HIGH	3.2.3 Section Four LPMA
	Improve communications with key users & stakeholders & community	2: Advocate for & negotiate cooperative agreement between the Trust, LPMA & Bellingen Shire Council to oversee the implementation of key strategies & recommendations of the PoM.	HIGH	LPMA, BSC
	Minimise service & maintenance staff time required through increased user responsibility & improved facilities standards.	3: Establish communication mechanisms, to better promote & raise awareness of the Trust roles & responsibilities, amongst key users, stakeholders & the community. Consider: <ul style="list-style-type: none"> • Website (under development) • Venue Brochure/Prospectus/Maps • Induction Manuals • Reinforcement in all documentation & communications (ie correspondence, users agreements and policies, newsletters) • Regular community & user feedback meetings • AGM 	HIGH/ON	LPMA
	Improve volunteer recruitment & management	Likely Costs associated with communications activities in the order of \$10,000-\$15,000.		
Where appropriate establish & delegate Trust responsibility to working groups	4: Develop volunteer management strategy. Consider options to work with Bellingen Shire Council & other organisations. Strategy should address: attraction & recruitment, induction, education & training, recognition & rewards etc.		MED	BSC
Increase level of paid staff	5: Establish Trust Working Groups or Sub-Committees to work on specific projects or areas of			

	<p>resources for facility servicing, and maintenance.</p>	<p>need. Consider specific areas such as environmental management, marketing & promotion, facility upgrades & development, business development & events, facility operations, sponsorship & fundraising).</p> <p>5a: Establish appropriate sub-committee or working groups Terms of Reference, operating procedures & requirements eg:</p> <ul style="list-style-type: none"> • Scope of works & outcomes • Levels of authority/delegation • Approvals processes • Communication & reporting to Trust <p>6: Investigate options and undertake "cost-benefit" analysis of, "out-sourcing" or "buying-in" operational staff resources. Consider service agreements with other land or facility management organisations such as: Bellingen Shire Council, LPMA, Bellingen Golf Club, Environmental Work Schemes, other Community Facility committees (ie Halls) etc.</p> <p>7: Develop, document & promote formal usage agreements (See also Policy & Procedures below)</p> <p>8: Develop & document succession & contingency plan.</p>	<p>ONGOING</p> <p>HIGH</p> <p>MED</p> <p>HIGH</p> <p>MED</p>	<p>LPMA</p> <p>LPMA</p> <p>LPMA, BSC</p> <p>LPMA, BSC</p> <p>LPMA</p>
<p>POLICY & PROCEDURES</p>	<p>The strategic direction in relation to Policy & Procedures:</p> <p>Develop more formal policies & procedures</p> <p>Increase IT & staff resources to oversee reserve bookings & use</p> <p>Better promote policies & procedures amongst users, stakeholders & community</p>	<p>The recommended actions in relation to policies & procedures are:</p> <p>1: Development formal policies & procedures in relation to:</p> <ul style="list-style-type: none"> • Bookings & site access • Hiring & user agreements • Fees & Charges (See also strategic Initiative Business Development & Funding) • Annual review processes <p>1a: Consider use of LPMA or Bellingen Shire Council standard agreements as base policies &/or hire agreement templates. Involvement of users in development of the policies & procedures.</p> <p>2: Investigate options to have paid staff oversee bookings management and site access (keys management). Consider "out-sourcing" to Bellingen Shire Council or other appropriate</p>	<p>4.1.1</p> <p>4.1.2</p> <p>4.1.3</p> <p>HIGH</p> <p>Section Five:</p> <p>Section Six:</p> <p>Section Seven:</p>	<p>LPMA, BSC</p> <p>LPMA, BSC</p> <p>LPMA</p> <p>WWDG</p>

	organisation such as 'Waterfall Way Development Group' (WWDG) a consortium of Chambers of Commerce, events, Council and NPWS who run the Waterfall Way Creative Industries and Economic Centre			
		3: Investigate options for a minimum electronic and potential "online" booking system for venue hire & camping. Consider options to link with existing online booking systems &/or agents (ie Bellingen Council & or Waterfall Way Centre).	HIGH	WWDG
		4: Develop communication mechanisms to promote & raise awareness of new bookings systems, use policies & procedures.	MED	WWDG
			ON	
FINANCIAL MANAGEMENT	The key strategies in relation to Financial Management are:	The recommended actions in relation to financial management are:		
	Full Cost Accounting	1: Adopt Full Cost Accounting System to recognise donations, sponsorships and contribution of volunteers.	HIGH	LPMA, WWDG
	Align financial management system to business activities	2: Develop electronic based financial management system & associated delegated authority to support more efficient fees collection & invoice payments. Consider links to bookings management & operations and EFT based systems.	HIGH	LPMA
	Establish electronically based financial management system	3: Develop pricing policy inclusive of differential schedule of fees & charges & review process. Consider the following:	HIGH	
	Greater financial contributions from Government stakeholders	<ul style="list-style-type: none"> • Identify "Full Costs" of Service & Maintenance, cost of finance • Asset Improvement Levy • Capacity of Users to pay (ie commercial v's not for profit etc) • Identify user concession discount from full cost • Identify % fees specific areas of expenditure (ie Priority Asset Maintenance & Asset Improvements). • Ensure expenditure detailed on invoices • Identify late, cancellation & failure to meet obligations fees • Packaging & options for reducing user fees & charges based on contributions • Review & dispute processes 		
	Develop formal policies & procedures			

- Differential pricing options include: user category, time of use (ie peak-non-peak), length of use, facilities used etc.

4: Develop sponsorship & donations policy. Consider terms of acceptance, recognition, entitlements and links to fees & charges discounts etc. **HIGH** **BSC,LPMA**

5: Continue to advocate for greater Government financial assistance for operation & capital improvements. Consider options for: **ON**

- Operational assistance (ie Bellingen Council providing maintenance assistance such as mowing, rubbish collection, amenities cleaning,)
- Administrative assistance ie (Bookings management & site access, Financial, Insurance, HR & Volunteer Management Systems)
- Operational subsidies (ie Government charges waiver)
- Policy Development
- Marketing & Promotion
- Direct/Indirect Grant & Sponsorship attraction for projects & initiatives.

See also Strategic Initiative 5: Business Development & Funding.

6: Align Financial Management and record keeping to key business areas. **ON**

**RISK
 MANAGEMENT**

The key strategy directions to address risk management issues are:

Identify & Manage Risk Exposure through development policy & procedures, raising awareness & ensuring users have risk management strategies in place.

Obtain minimum insurance requirements cover

The recommended actions in relation to risk management are:

1: Develop Risk Management & OH&S policies & procedures. As a guide, use key areas to be addressed identified. **HIGH** **LPMA**

1a: Develop induction manuals & processes for volunteers, workers, contractors, hirers & users of site.

1b: Seek funds for a professional risk management planner &/or assistance from government partners to undertake risk policy & planning work.

Likely Costs associated with professional risk planner in the order of \$10,000-\$15,000.

2: Ensure users & stakeholders are aware of new policies & procedures through communication & **ON**

	Develop Contingency Plans	promotion.		
		2a: Establish minimum hirer/user risk management & insurance requirements & incorporate as a condition of hiring & usage agreements.	HIGH	LPMA
		3: Maintain minimum insurance coverage at all times, including: Public Liability, Volunteer Accident, Work Cover and Building & Content.	HIGH	LPMA
		4: Work with key users & Government stakeholders to ensure affordable & efficient system in place for license & insurance attainment, particularly for non-regular hirers. Consider, Local Government model, which sees users purchase policy at time of booking.	HIGH	LPMA
		5. Advocate the development of &/or source existing & distribute risk management handbooks for hirers & key user groups.	HIGH	LPMA
		6. Establish contingency plans to address key issues identified	MED	LPMA
USER ACCESS			7.1.1	
	Strategy directions in relation to sight access are:	The recommended actions in relation to user access are:		
	Maximise use & minimise conflict through facility design & zoning	1: Develop site zoning plan & strategies identifying: <ul style="list-style-type: none"> • User type zones (ie equestrian & agricultural areas, camping areas) • Ensure appropriate amenities/facilities available in each zone for user type • Site access points for different users • Link to bookings, pricing & key system to zoning • Link to site masterplan. 	HIGH	
	Improve access systems	1a: Identify & seek funding for required signage & security to support zones awareness amongst users & enforcement. Likely Costs associated with site zoning activities in the order of \$5,000-\$10,000.		
		2: Investigate options for implementation of a Master Key system. Consider options to integrate with newly developed Bellingen Shire Council system.	MED	BSC
		3: Investigate options for more accessible key pick-up & return. Consider options for "out-	MED	BSC

sourcing" to Bellingen Shire Council with bookings management.

4: Maintain a keys register & ensure Trust Board, through Secretary, have multiple copies of Master Set. **HIGH**

7.1.2. Key Findings - Facility Planning, Maintenance & Upgrades

The following section summarises the key findings in relation to Facility Planning, Maintenance and development.

Table 3.3 provides the strategic direction and actions responding to the key issues.

7.1.2.1. Site & Facility Maintenance

The key study findings indicate a need to better manage existing infrastructure and plan for upgrades & new infrastructure development. Key issues identified include:

- Aging infrastructure & legislative compliance issues
- Increasing maintenance costs
- Need to improve OH&S & Disability Access
- Ad hoc maintenance & facility development, generally driven by user donations/demands or available funding priorities
- A large number of buildings & facilities on-site, generally built for a single purpose and unsuitable for multi-users
- A need to improve quality of infrastructure, particularly for warm & wet climatic conditions & for sustainable environmental management
- Site vandalism & concerns over safety increasing
- Changing use, facilities not meeting user needs & increasing expectations amongst users of the quality of facilities & services
- Declining infrastructure condition limiting the Trust ability to charge higher fees, and thus future asset maintenance & improvements and long-term viable operations.
- High cost to purchase & maintain equipment (eg Tractors)
- Duplication of equipment purchase & maintenance services (ie Bellingen Shire Council also purchases & maintains equipment)
- Strong desire amongst users to maintain character & ambience of site
- Although considered a heritage site, no known listed heritage buildings/places on-site

Options identified to improve site maintenance

- Employ live on site caretaker
- Build/Provide housing for caretaker
- Seek Government assistance through operational arrangements or grants
- Develop asset management plans
- Equipment sharing & bulk purchasing

7.1.2.2. Facility Upgrade Priorities

Key findings in relation to facility upgrades and improvements have been discussed in previous section. Priority facility improvements identified by users & stakeholders include:

- Toilets & Change Amenities
- Events Services Infrastructure
- Site Access & Car parking
- Buildings
- Stock Facilities
- Storage
- Spectator Seating
- Public Amenities (Picnic, BBQ Areas & Shade Structures)
- Signage
- BCA & DDA Compliance

7.1.2.3. New Facility Development

The study findings indicated in relation to new facility development are:

a) Usage Trends

A review of existing facility usage & trends indicates:

- Changing demographic and community profile, resulting in changing facility needs
- Increasing and more diverse use
- Changing community expectations impacting management & operations

b) Existing Facilities & Operations

A review of existing facility business and operational trends indicates:

- Increasing operating and capital expenditure
- Main sources of income are Ground Hire incl. events & camping (Avg 51%), Hall Hire (Avg 22%), Agistment (Avg 18%)
- Reasonable levels of cost recovery (dependent on volunteer based system)
- Facilities not meeting user & community needs
- Aging infrastructure & asset replacement likely
- Limited high quality, accessible & suitable competitor facilities
- Increasing need to comply with legislative requirements and regulations

c) Similar Facility Trends

A review of other similar facilities indicates:

- Attract use by all local residents
- Accommodate high use & a wide variety of uses and users
- Support range of programs & pursuits (education, arts & cultural, community services & self help, recreation and social, entertainment, tourism etc)
- Multi-purpose and flexible design
- Have adequate parking & public transport access
- Permit indoor/outdoor flow & uses
- Highly visible and good natural surveillance

- Centrally located &/or co-located with other community facilities & activity precincts
- Integrated service delivery
- Shared management & use of facilities
- Successfully recoup % operating cost without exclusion pricing policy
- Managed & programmed, extended hours of operation
- Accommodates lease, hire, service provision/information service/other community focused spaces

Clearly, the Bellingen Showground meets many of these key criteria currently and with improved facilities and management arrangements could be highly successful as a focal point for community activity in Bellingen.

7.1.2.4. New Facility Development Opportunities

Key new facility development opportunities identified for future more detailed planning & analysis include:

a) Accommodation - Camping & semi-permanent tourist accommodation

The study key findings support the formalisation of a "primitive camp area" at the Bellingen Showgrounds, as detailed below:

- There is a lack of accommodation in Bellingen generally, and no other camp facilities in Bellingen
- Camping at the showground has increased since the Bellingen Caravan Park closed
- Industry & economic trends indicate a likely increase in demand for low cost recreation accommodation options such as camping
- Background research, user & stakeholder consultation indicates the current facilities are not meeting client expectations and this could impact future usage & viability of major events.
- Under current arrangements camping on the Showground is primarily associated with events, up to 83 days per year.
- Without the necessary approval the trust may be operating outside the regulations, if and when it allows camping at other times of the year.
- Camping represents a significant income stream for the Trust
- Current facilities for campers & operations meet the criteria for "Primitive Camping" in the regulations.
- Bellingen Shire has identified the need to undertake a feasibility study for a Caravan & Camping Park in Bellingen. This should include consideration of the Showgrounds role in the provision of recreational or tourist accommodation.
- Future "primitive camping" improvements, will need to take into account the provisions of Development Control Plan 23 – Flood & Riverine Processes, the Bellingen Local Environment Plan and the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005.

b) Multi-purpose community facility

The study Key findings support further planning & detailed business feasibility analysis for development of existing or new multi-purpose indoor community facility, as detailed below:

- There is a lack of quality community facilities in Bellingen
- Consultation with users & key stakeholders indicate a number of complimentary facility needs & facilities
- Major events organisers indicate current town community infrastructure is at capacity for their events, limiting further programming & growth.
- Best practice industry trends indicate trend for co-location of range of indoor/outdoor community activities at one site, to maximise use, facility provision & management efficiency & viability
- Limited financial capacity amongst most organisations for facility development & operations
- Opportunities to re-use and adapt existing infrastructure & capitalise on existing high usage of Bellingen Showground facilities
- Bellingen Shire Council has indicated a need for a community facilities study to determine future community needs and facility requirements
- Key constraints include existing site dedication & purpose, flood risk, site profile, proximity to CBD & community of interest, security, financial resources and capacity of site to accommodate development.
- Although future facility development/improvements, currently restricted under Development Control Plan 23 – Flood & Riverine Processes and the Bellingen Local Environment Plan, it is likely development of this nature could be permissible, through a variation, if it can be shown to be of “net public benefit” and/or redevelopment/extension of existing use and subject to relevant conditions being met. (ie building design, evacuation strategies etc)
- Key activities/uses identified include:
 - Meetings/conferences/social gatherings
 - Education & training programs
 - Arts studio, education, retail & exhibition, industry development (ie Arts industry hub)
 - Youth and general community programs & activities
 - Sport & Recreation
 - Dance & Performance Space

c) Public Open Space

The study key findings support the further development & integration of the Bellingen Showgrounds into the Public Open Space Network, as detailed below:

- High current usage as public open space by local community
- Key stakeholders indicate, increasing population and limited public open space in North Bellingen

- Potential access for S94 funds for public open space facility development
- Showground identified as a strategic link in the Bellingen Shires Green Networks Strategy & potential link to Bellinger River, if adjoining land acquired.
- Industry trends indicate improved passive surveillance and security as public use and community ownership increases
- Complimentary facilities to improve the product offering and support growth of tourism activities onsite.
- Key facilities/initiatives identified include:
 - Playground
 - Green Corridor & Walking Trail Links
 - Shade Structures & Trees
 - Public Toilets/Amenities

d) Other Facility Development Opportunities

A range of other facility development opportunities were identified which could be considered in future development planning:

- Multi-purpose Indoor Arena
- Temporary events staging & equipment
- Interpretive Centre

Table 3.3
Strategic Directions & Actions – Maintenance, Infrastructure & Facility Provision

Maintenance, Infrastructure & Facility Provision				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
FACILITY PLANNING, MAINTENANCE & UPGRADES	Key strategy directions for maintenance & planning are:	The recommended actions for maintenance and planning are:		
	Infrastructure & facilities maintained at high standard	1: Undertake asset audit and condition assessment. Consider heritage status, BCA & DDA compliance issues.	MED	LPMA,BSC
	Planned approach to all new facility development	2: Develop long-term asset management plan, annual maintenance program & associated costs.	MED	LPMA
	Co-ordinated/Shared Purchasing & Resourcing	Likely Costs associated with asset Audit & management plan activities in the order of \$10,000-\$20,000.		
		2a: Prioritise future funding allocation based on asset management planning.	ON	
		3: Develop site masterplan, identifying areas for priority infrastructure & facility improvements, potential new facility development & future site expansion options. Link to site user zoning plan.	HIGH	LPMA,BSC
		Likely Costs associated with masterplan activities in the order of \$10,000-\$15,000.		
		4: Investigate options to enter fee for service agreements with Bellingen Shire Council, LPMA or other bodies to undertake annual maintenance.	MED	LPMA,BSC
		5: Ensure all assets are registered for insurance purposes	ON	

Maintenance, Infrastructure & Facility Provision

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		6: Investigate options for shared equipment & materials purchasing, use & maintenance with LPMA through regional reserves network & Bellingen Shire Council.(ie leverage buying power)	MED	LPMA
FACILITY PRIORITIES UPGRADE	<p>The strategic direction in relation to facility upgrades & improvements are:</p> <p>Facilities upgraded to improve quality of offering, increase usage & future sustainable operations</p> <p>Prioritise funding for facility upgrades based on identified outcomes (ie user demand/need, contribution to future business development, management efficiencies & compliance.</p>	<p>The recommended actions in relation to facility upgrades are:</p> <p>1: That the Trust, seek capital funding for priority facility upgrades & improvements. Consider government grants, sponsorship & donation, fees & charges contributions. Leverage 100th Anniversary Celebrations.</p> <p>(See also Strategic Initiative Business Development & Funding)</p>	HIGH	LPMA
NEW FACILITY DEVELOPMENT	<p>The key strategy directions in relation to new facility development are:</p> <p>Develop new facilities where need/demand identified, feasible & appropriate.</p> <p>Improve public access & amenity</p>	<p>The key actions/recommendations in relation to new facility development are:</p> <p>1: Seek appropriate approvals, funding & undertake site development to formalise "primitive camping"</p> <p>2: Encourage Bellingen Shire Council to undertake further detailed community facilities needs analysis and feasibility study into the development of a new multi-purpose community centre. Consider Bellingen Showgrounds as possible location.</p>	<p>MED</p> <p>HIGH</p>	<p>LPMA,BSC</p> <p>BSC</p>

Maintenance, Infrastructure & Facility Provision

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<p>3: Work with LPMA & Bellingen Shire Council to identify & determine appropriate public open space infrastructure & funding options.</p> <p>4: Ensure appropriate sites & adequate space allocated for identified facility development opportunities in site Master planning.</p>	<p>MED</p> <p>ON</p>	<p>BSC</p>

7.1.3. Key Findings - Business Development & Funding

The background research & consultation has clearly identified a number of opportunities and initiatives to improve the Trusts financial operating position. Many of these have been detailed in previous strategic initiatives sections. This section details improved business practices & new business development opportunities. Table 3.4 provides the strategic direction and actions responding to the key issues.

7.1.3.1. Increase & diversify income streams from existing activities

The key study findings clearly demonstrate a need for the Trust to increase, diversify & improve return levels of income streams. Key issues identified that support the findings include:

- Limited number, low cost & low level of return income streams (ie venue hiring, hall hire)
- Limited income capture from the major events and activities undertaken at the Showgrounds.
- High risk (ie financial security of hirer organisations) & price sensitive client base
- Need to balance community service & affordability with financial viability & sustainability responsibilities

Opportunities to improve income streams identified include:

- Greater direct involvement in events & activities hiring the showgrounds, such as operating stalls, the bar or kitchen
- Negotiating % of gate/door takings, bar & kitchen, retail & merchandising
- Ensuring fees & charges reflect organisational capacity to pay, "Full Cost of Operations" & % for facility improvements (See also Strategic Initiative Governance, Staffing & Management)
- Equipment hire & packaging (ie meeting & conferencing equipment, set-up, catering, transport etc)

7.1.3.2. Minimise Operational Costs

A range of strategies & initiatives have been identified to minimise operational costs in previous sections including:

- Management Partnerships (See Strategic Initiative Governance, Staffing & Management)
- Commercial arrangements, &/or outsourcing of key administrative & operational functions (See Strategic Initiative Governance, Management & Staffing & Maintenance & Facility Upgrades)
- Purchase & Resource Sharing (see Strategic Initiative Maintenance & Facility Provision)

7.1.3.3. Support Key User Groups

The study findings indicate, like the Trust, many of the current key user groups have limited financial resources and operate on a largely volunteer base. As the Trusts success is linked to the success of its user groups &/or clients it is important for the Trust to support these groups where possible. Key initiatives identified include:

- Sourcing industry development materials (ie Events Management & Staging)
- Advocate for industry development resourcing & co-ordination
- Inclusion in Volunteer Attraction & Management Strategies
- Cross Promotions & Marketing where appropriate
- Assistance with sourcing funding
- Events staging and equipment hiring services
- Assistance with managing risk

7.1.3.4. New Business Opportunities

The background review & stakeholder consultation revealed a number of new business ideas that could be considered by the Trust in the future (subject to more detailed planning & analysis) that may create a critical mass of business activity income &/or funding to support the appointment of professional & paid staff, as well as future development of Showgrounds.

Potential New Business Opportunities identified include:

- New Event Development & Attraction (Touring Groups/Events, Trade shows/Exhibitions, Night Markets, Open Air Movies/Music, Street Theatre, existing events etc)
- Events Staging & Equipment Hire
- Interpretation Centre for flying fox colony (State Government Funded)
- Caravan Park Operator (subject to future feasibility analysis)
- Labour & Maintenance Services
- Introduce Showground based retail & merchandising product lines

7.1.3.5. Funding & Sponsorship

The study findings clearly indicate there is a need & opportunity for the Trust to concentrate efforts on increasing Government and non Government investment in the site through operational assistance, grants, corporate & community sponsorship & donations. Key study findings include:

- Current operational performance heavily reliant on volunteer management which as usage increases & diversifies is increasingly unsustainable;
- Very limited State or Local Government investment despite the significant social & economic contribution of the reserve to the Bellingen community.
- Large proportion of Trust Board member time currently spent on operational issues rather than on attraction of funding

- There are opportunities for the Trust to gain funding support through operational partnerships (See Strategic Initiative Governance, Staffing & Management & Maintenance & Facility Provision)
- There are a number of initiatives identified in other tourism & economic development plans at a local & regional & State level that the Trust could link to & benefit from, should they be resourced & implemented.
- The newly established Regional Crown Reserves Systems offers LPMA the opportunity to maintain a development fund specifically for the region, which the Showground could be a beneficiary.
- The multi-purpose nature of the site development direction opens up opportunities for the Trust to access many different funding sources (See Section 3.3)

Table 3.4
 Strategic Directions & Actions – Business Development & Funding

Business Development & Funding				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
BUSINESS DEVELOPMENT	The key strategy directions in relation to business development are:	The key actions/recommendations in relation to business development are:		
	Increase & diversify income streams	1: Investigate options & feasibility of a direct operational role at key events &/or increasing % of event/activity takings.	MED	
	Minimise expenditure	2: Develop differential pricing structure & schedule (See also Strategic Initiatives Governance & Management)	HIGH	LPMA
	New business operations to support professional management & facility development	3: Ensure key users are involved and informed of business development planning initiatives & implementation.	ON	
		4: Investigate options & feasibility to purchase/acquire & hire events/meetings/conference support equipment.	LOW	BSC
		5. Work with tourism organisations & local operators to package meetings/conference & events (ie Coffs Coast Marketing).	LOW	BSC
		6. Minimise operational costs (See strategic initiatives Governance, Staffing & Management & Strategic Initiative Maintenance & Facility Provision)	HIGH	BSC LPMA
	7. Support & encourage more viable operations of user groups/client base. Consider range of initiatives identified such as: <ul style="list-style-type: none"> Sourcing industry development materials (ie Events Management & Staging) Advocate for industry development resourcing & co-ordination (ie events co- 	HIGH	BSC	

Business Development & Funding				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		ordinator role) <ul style="list-style-type: none"> • Inclusion in Volunteer Attraction & Management Strategies • Cross Promotions & Marketing where appropriate • Assistance with sourcing funding • Events staging and equipment hiring services • Assistance with managing risk 8. Work with Bellingen Shire Council & LPMA to investigate options & feasibility of new business opportunities.	ON	BSC,LPMA
FUNDING & SPONSORSHIP	The strategy direction in relation to Funding & Sponsorship are: Increase funding & sponsorship attraction	The recommendation/actions for funding & sponsorship are: 1: Establish Funding & Sponsorship Working Party to prioritise & co-ordinate funding attraction. 2: Develop Sponsorship Guidelines & Prospectus to ensure sponsorship supports Trust vision for the showground and supports brand & marketing initiatives. 2a: Identify & target potential sponsors with good fit to Trust user markets, showground vision & values. 3: Adopt planned & co-ordinated approach to funding attraction. Consider <ul style="list-style-type: none"> • Development of criteria to assess projects for priority funding • Identify priority project list • Work with stakeholders/partners to co-ordinate submissions & garner support 3a: Establish relationships with key funding agencies/bodies	MED MED MED MED	

Business Development & Funding				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		4: Apply for/purchase/or seek through partnerships/networks funding notification service.	HIGH	BSC, NGO's

7.1.4. Key Findings – Marketing, Promotion & Stakeholder Engagement

The following section summarises the key findings in relation to Marketing, Promotions & Stakeholder engagement.

Table 3.5 provides the strategic direction and actions responding to the key issues.

7.1.4.1. Marketing & Promotion

The study findings clearly demonstrate a need for greater marketing & promotion of the Bellingen Showground as a community, events and tourism accommodation venue. Key study findings include:

- Very limited marketing & promotion of Bellingen Showground (ie No brochures, Directory Advertising, Website – under development, No links to Council, Tourism Booking & Distribution & Visitor Services)
- Currently, most use/hiring's come through local knowledge and networks. User & stakeholder consultation indicates this leads to perception of "secrecy" surrounding showgrounds & dissatisfaction
- Significant opportunities to leverage & capitalise on existing marketing & promotional activity, such as
 - Major Events held at the venue,
 - Local & regional tourism marketing & promotional activities, due to good alignment of existing product offering with regional tourism market profile and brand
- High level of local community support. Significant opportunities to improve local community marketing & promotions through links with Bellingen Shire Council, Strategic & Community Networking & Partnerships.
- Key tourism markets identified, where there is a good fit with market needs & expectations include:
 - Touring & closed group tourism groups (ie motorcycle, car and campervan club touring groups etc)
 - Lower end Meetings & Conferences Market (ie Faith groups, Recreation & outdoor education sector, Community & NGO Groups, Arts Groups)

7.1.4.2. Community & Stakeholder Engagement

The study findings indicate a need for improved community & stakeholder communications & engagement. The key findings in relation to community & stakeholder engagement are:

- Identified key value of the site is community, social & cultural values of the site.
- Perception amongst users & stakeholders that the Trust is secretive and inaccessible

- Poor understanding of reserve ownership and management arrangements, role & responsibilities of the Board, leading to mistrust amongst user groups & unwillingness to work together towards improvements at the reserve
- Need to improve levels of volunteerism to ensure future sustainability of community based reserve management
- Need to foster local ownership & awareness of the strategic importance/benefits of the Showground to ensure greater involvement & maximise funding assistance from Government & non-government sectors.
- Need to encourage community use & ownership to assist in reducing vandalism
- Need to improve advocacy for the reserve, to ensure the interests of & opportunities at the reserve are more widely understood, considered & acted upon.

Table 3.5
 Strategic Directions & Actions – Marketing, Promotions & Stakeholder Engagement

Marketing, Promotion & Stakeholder Engagement				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
MARKETING & PROMOTION	<p>The key strategy recommendations in relation to marketing & promotions are:</p> <p>Targeted marketing & promotion</p>	<p>The key recommendations/actions in relation to marketing & promotions are:</p> <p>1: Develop marketing & communications strategy for showgrounds. Consider:</p> <ul style="list-style-type: none"> Renaming reserve & brand development to reflect multi-purpose use of site & tourism potential Align with local & regional brand & marketing initiatives Leverage of existing events & distribution channels Develop visual & printed collateral to support brand & marketing initiatives Link to site values, interpretive stories & vision. <p>2: Work with tourism organisations and existing operators to develop tourism packages for identified key target markets (ie Coffs Coast Conferences)</p> <p>3: Maximise local support & networks (See also Community & stakeholder engagement recommendations/actions)</p>	<p>MED-LOW</p> <p>MED-LOW</p> <p>HIGH</p>	<p>BSC, CCM</p> <p>BSC, CCM</p>
COMMUNITY & STAKEHOLDER ENGAGEMENT	<p>The strategic directions related to communication & involvement are:</p> <p>Improved strategic & local networks</p> <p>Enhanced stakeholder & community engagement & involvement</p>	<p>The recommendations/actions to enhance stakeholder & community engagement are:</p> <p>1: Develop community & stakeholder engagement plan. Consider the following :</p> <ul style="list-style-type: none"> Networks – Involvement with other organisations that can or have influence over Bellingen Showground (ie Tourism &/or Events Development Committees, Key User Group Committees, Showground Reserves Management Network, NRM 	<p>HIGH</p>	

Marketing, Promotion & Stakeholder Engagement

AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	PRIORITY	PARTNERS
		<p>Groups)</p> <ul style="list-style-type: none"> • Partnerships – establish formal & informal partnerships with Government Agencies, Work Schemes, Similar Organisations, Key User Groups, Youth Groups, Education Sector, Events Organisers etc • Community Engagement – Consider various community engagement strategies such as: <ul style="list-style-type: none"> ○ Events/Functions such as Open/Fun Days, ○ Celebrate key milestones (ie Centenary of Showground 2011) ○ Regular & Annual Meetings, ○ Regular user surveys/Comments/Feedback Books, ○ Contributions to Local News/What’s Happening publications • Public Relations – Consider <ul style="list-style-type: none"> ○ Sponsorship/Donations too Charity/ Community activities ○ Scholarship Program ○ Education & Demonstration Activities, • Volunteer Programs – Consider <ul style="list-style-type: none"> ○ “Friends of the Showground Group” ○ Working Bees ○ Functions ○ Awards Programs <p>2: Establish a Working Committee to oversee and co-ordinate communications & marketing.</p> <p>3: Nominate a “Public Face” for all Bellingen Showgrounds communication activities. Consider leader &/or Ambassadors. (See Also Strategic Initiative Governance & Management – media management)</p>	<p>MED</p> <p>HIGH</p>	

7.1.5. Key Findings - Environmental & Heritage Management

The following section summarises the key findings in relation to Environmental & Heritage Management.

Table 3.6 provides the strategic direction and actions responding to the key issues.

7.1.5.1. Environmental Management

A key objective of the Bellingen Showground Trust is to operate in an environmentally sustainable manner. This was supported by community & stakeholder consultations. It is also a legislated principle of management under the Crown Lands Act.

Key initiatives identified to assist the Trust in achieving environmentally sustainable management of Bellingen Showground include:

- Enhancement & protection of remanent vegetation
- Weed management
- Flood mitigation
- Education & Awareness
- Environmentally Sustainable Facility Design
- Interpretation
- Resource Minimisation Policies for events/activities
- Contribution to Town greening strategies
- Retainment of existing & planting of appropriate species of shade trees

7.1.5.2. Heritage Management

A key objective of the Trust is to protect & enhance the values of the Bellingen Showground reserve. One of the identified values is the historic heritage of the site.

Stakeholder & community consultation indicates a strong desire to maintain the built heritage & character of the site.

As a long-standing & important site of community activity there is also an obligation to ensure the written & historic records of the site are preserved as an education & research resource of Bellingen's social history.

Current Bellingen Shire Heritage register as it pertains to the showgrounds only nominates "Landscape items", which relates to significant trees on the site, some of which are also nominated environmental weeds (ie. Camphor Laurels)

Table 3.6
 Strategic Directions & Actions – Environment & Heritage Management

Environment & Heritage Management				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	- PRIORITY	PARTNERS
Environmental Management	<p>The strategic direction for Environmental sustainability are:</p> <p>Community Leader in Environmentally Sustainable practices</p>	<p>Key recommendations/actions for environmental sustainability are:</p> <p>1: Source funding & work with key partners such as Bellingen Shire, Landcare & Envite to develop “environmental management plan”.</p> <p>2: Implement Stage 2 of the remanent vegetation enhancement program.</p> <p>3: Undertake Energy & Resource Audit & saving Assessment of existing infrastructure.</p> <p>4: Adopt ESD principles for all new and upgrade facility development.</p> <p>5: Prioritise funding for facility upgrades/new facility development based on cost –benefit of energy efficiency gains/outcomes.</p> <p>6: Undertake “Flood mitigation & protection study”, to guide future risk management, site master planning & facility development. It is likely BSC would include the showground if undertaking a study in the area, but not a specific study.</p> <p>Likely Costs associated with flood mitigation & protection study activities in the order of \$10,000-\$15,000.</p>	<p>7.1.6. 7.1.7. 7.1.8. MED</p> <p>Section Eight: Section Nine: ON</p> <p>Section Ten: MED</p> <p>Section Eleven: ON</p> <p>Section Twelve: ON</p> <p>Section Thirteen: Section Fourteen: HIGH</p>	<p>LPMA,BSC</p> <p>LPMA, BSC</p> <p>BSC</p> <p>Section Twenty-five: Section Twenty-six:</p>

Environment & Heritage Management				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	- PRIORITY	PARTNERS
		<p>7: Work with event organisers to develop Events/User carbon footprint minimisation policies. Consider – point of sale initiatives, packaging, recycling, business practices such as goods sourcing & distribution channels etc.</p> <p>8: Investigate options & funding opportunities to establish showgrounds as a “demonstration site” for environmental initiatives & new technologies in a heritage setting.</p> <p>9: Ensure all environmental initiatives are publicised & interpreted where appropriate. Align to brand, marketing & promotions as appropriate.</p> <p>10: Ensure all new plantings are endemic to the area and/or contribute to the overall Bellingen Greening/Green Corridors Strategy.</p>	<p>Section Fifteen:</p> <p>Section Sixteen:</p> <p>Section Seventeen:</p> <p>MED</p> <p>Section Eighteen:</p> <p>Section Nineteen:</p> <p>Section Twenty:</p> <p>HIGH</p> <p>Section Twenty-one:</p> <p>Section Twenty-two:</p> <p>ON</p> <p>Section Twenty-three:</p> <p>Section Twenty-four:</p> <p>ON</p>	<p>Section Twenty-seven:</p> <p>BSC,DOL</p>

Environment & Heritage Management				
AREA	STRATEGY DIRECTION	RECOMMENDATIONS/ACTIONS	- PRIORITY	PARTNERS
Heritage Management	<p>Key strategy directions in relation to heritage management are:</p> <p>Manage built & social heritage of site for future generations</p>	<p>Key recommendations/actions to manage the built & social heritage are:</p> <p>1: Source funding & undertake Built Heritage Assessment.</p> <p>Likely Costs associated with heritage assessment activities in the order of \$5,000-\$10,000.</p> <p>1a: Ensure findings of Heritage Assessment are incorporated into future asset management & site master planning.</p> <p>2: Work with local Historical society &/or Museum to ensure Showground items & records are adequately catalogued & stored.</p> <p>2a: Where possible & appropriate, display heritage onsite.</p> <p>3: Develop interpretation to tell the stories of the "showgrounds" and its people. Consider:</p> <ul style="list-style-type: none"> • On-site interpretation and printed materials, • Exhibitions • Align to volunteer acknowledgement programs, • Align branding, marketing & promotions initiatives. • Incorporate/Leverage Centenary Milestone 	<p>MED</p> <p>ON</p> <p>HIGH</p> <p>MED</p>	<p>Local Heritage C'ttees and Museums BSC, LPMA,</p> <p>Local Heritage C'ttees and Museums LPMA</p>

Plan Abbreviations

The following abbreviations are used in the Management Strategy & Action Plans:

LPMA – Land & Property Management Authority
BSC – Bellingen Shire Council
WWDG – Waterfall Way Development Group
NGO's – Non Government Organisations

27.1 FUNDING OPPORTUNITIES REVIEW

The funds needed for the proposed Plan of Management will need to be sourced in a number of ways. The range of known possible funding sources and options are detailed below for consideration by the Trust.

They include but are not limited to:

- o LPMA (ie General Trust/reserve recurrent & grant assistance programs and Regional Crown Reserves Pooled Management Funds)
- o Property sales,
- o Section 94 contributions,
- o Local & Commonwealth government and
- o Non-government funding sources.

As the implementation of the Strategy and action plan will take place over a period of ten years, the works have been prioritised in the Action Plan detailed above in terms of identified need and/or opportunity.

27.1.1. Land and Property Management Authority

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

Funds are provided annually by the State Government for the development and maintenance of showgrounds. Known as the Showgrounds Assistance Scheme, it is part of the Public Reserves Management Fund. Both Crown reserves and freehold showgrounds are eligible for assistance under the scheme. The Scheme funds the balance of costs of projects beyond the scope of the available local funds. It is essential that there is a local contribution, whether monetary and/or manpower, with any funding proposal.

Assistance for caravan parks

Funding is provided annually by the State Government for the development and maintenance of caravan parks and camping grounds on coastal Crown reserves. These funds are provided as grants for infrastructure and as low-interest loans for

commercial enterprises. The program is known as the Caravan Parks Levy Scheme, and is part of the Public Reserves Management Fund.

Weed, Pest and Feral Animal Control on Crown Land

The LPMA 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 LPMA for any serious weed control projects on Crown land. The Department also funds a range of pest and feral animal control projects.

Community Hall Renewal Fund

Announced in November 2008 through the Office of Rural Affairs funds of up to \$50,000 for community hall infrastructure to non profit organisations in communities with population of 10,000 or less with funding matched on a 2 for 1 basis.

27.1.2. Sale of Property

There are four properties that have potential to fund a portion of the Strategy & Action Plan, although their realisable market value is limited by the Development Control Plan 23, as discussed in the key findings of the study. These include Allotments 12 – 16 Section B DP 8086.

27.1.3. Allocation of Section 94 Contributions

Subject to Council agreement, there is also the opportunity for Bellingen Shire, to allocate Section 94 funds to some of the projects based on the increased populations in North Bellingen. The Section 94 Plan will need to be revised to include the proposed new public open-space amenity upgrades & multi-purpose community centre, subject to further detailed analysis & agreement of relevant authorities & stakeholders.

27.1.4. Other State Government Funding

Other NSW Government Department Funding programs include:

NSW Ministry for the Arts

- o Capital Infrastructure Program, 50% of the cost of the project is available
- o Community Cultural Development, museum funding for operations, collections and exhibitions and capital works program

NSW Department of Health

- o Health Capital Projects

NSW Department of State & Regional Development

- Infrastructure & Major Projects

NSW Department of Planning

- State Infrastructure Strategy

NSW Department of Community Services

- Community Services Grant Program

NSW Department of Sport & Recreation

- Capital Assistance Program

27.1.5. 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 including but not limited to:

Department of Broadband, Communications & the Digital Economy

Department of Health & Aging

Department of Human Services

Department of Families, Housing, Community Services & Indigenous Affairs

- Community Services Funding,
- Local Answers
- Volunteer Grants Program

Department of Resources, Energy & Tourism

- TQUAL Program
- Green Building Fund, Climate Ready & Re-tooling for Climate Change Programs
- Australian Council for the Arts programs

Department of Foreign Affairs & Trade

- Australian International Cultural Council grants

Department of Veteran Affairs

- Veteran & Community Grants

Department of Immigration & Citizenship

- Living in Harmony Grants

Department of Environment, Water, Heritage & the Arts

- National Arts & Crafts Industry Support Fund
- Arts Council of Australia

- Festivals Australia
- Environment & water Resources Grants & Funding
- Green Precincts Funding
- Commemoration of Historic Events and Famous Persons Grants-In-Aid (CHEFP) Program
- National Heritage Investment Fund
- Solar Homes & Communities Scheme
- Community Heritage Grants, National Library of Australia.
- Australian Business Arts Foundation
- Maritime Museums of Australia Project Support Funding
- Regional Arts Funding
- Visions of Australia
- Contemporary Touring & Contemporary Touring Music Programs
- Indigenous Cultural Support Program

Department of Infrastructure, Transport, Regional Development & Local Government

- Community Infrastructure Fund
- National Bike Path Projects

AusIndustry

- Business Ready Program for Indigenous Tourism

Department of Innovation, Industry, Science and Research

27.1.6. Commercial fundraising

Commercial investors have been used on some community facility development projects to raise some funds. The results indicate they usually have some success but the funds raised are regarded as low contribution levels compared to the high capital costs to build such a facility.

The very nature of the community development approach of this project and the involvement of private industry stakeholders could pave the way for commercial fundraising and partnership opportunities.

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.

27.1.7. Community Fundraising

History indicates that only low levels of capital funds have been raised from community fundraising. These are usually tagged or used for equipment/upgrade purposed.



Bellingen Showground Trust

**VOLUME TWO:
PLAN OF MANAGEMENT
BELLINGEN SHOWGROUND**



Final Report

FEBRUARY 2010



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PLAN DEFINITIONS

Additional purpose	Any purpose that is additional to: (a) the declared purpose of the reserve/dedication, or (b) any purpose authorised by the Minister under section 121A of the Crown Lands Act, 1989 in relation to the reserve/dedication.
Bellingen Showground	Lot 12 DP112142 dedicated for Showground 26 July 1911 Allotments 12-16 Section B DP 8086 Lots 7013 & 7014 DP 1069242
Council or BSC	Bellingen 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.
LPMA	Land and Property Management Authority (former Department of Lands)
Objectives	Desired (SMART) outcomes = Specific, Measurable, Achievable, Relevant & Time-bound
Management Principles	General principles that provide clear decision making criteria
Management Units	Identifiable precincts or units of land based on natural, economic or social factors, or a combination of these factors
Plan of Management	A statutory document prepared under Sections 112/116 - Crown Lands Act, 1989 and adopted by the Minister, outlining the role of a Crown dedication/reserve and providing guidance on the administration, use, development and management of the land.
Mission Statement	The fundamental purpose of an organisation and its desired level of performance
Planning area	See Bellingen Showground
Recreation	A wide range of active or passive activities undertaken either individually or as a group for pleasure, health, renewal and relaxation.
Reserve	Land dedicated or reserved under the Crown lands Act 1989
Social Activities	The holding of social functions and activities, meetings, gatherings, educational instruction, arts & craft activities, club activities and childcare, whether carried out by a licensee/lessee or other group under temporary license or hire arrangements.
Sporting Activities	Those activities carried out by sporting clubs including the playing of games, training, the holding of meetings and social gatherings and other fundraising activities either undertaken by a club as license/lessee or other group under temporary license or hire arrangements.
Strategy	A planned method of achieving a desired outcome utilising best practices
Sustainable	Being able to achieve outcomes without adversely affecting the long term health and integrity of natural, social and economic values.
SWOT	A strategic analysis of Strengths, Weakness, Opportunities & Threats
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. Bellingen 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.
WWDG	Waterfall Way Development Group

Section One: Background Review



1.1 INTRODUCTION

This Volume provides a summary of the strategic planning context, background research, management and operational review & consultation undertaken in the course of the study.

Volume One presents the study key findings, basis for management, strategic directions & action planning.

1.2 PLANNING FRAMEWORK

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

The diagram below outlines how this Plan relates to other planning instruments and anticipated plans and actions to follow. It is envisaged that, where necessary, individual plan recommendations will be subject to more detailed investigation and viability planning resulting in more specific design, management, operational and resourcing considerations.

DIAGRAM TO BE INSERTED

A brief description of each of the relevant planning instruments is provided in the following Section.

1.3 REGIONAL CONTEXT

Bellingen Showground is located within the historic township of Bellingen, within the local government area of Bellingen. Bellingen is halfway between Sydney & Brisbane, 30 minutes south east of Coffs Harbour and within the Mid North Coast region of NSW. The region has unique recreational, cultural, natural area and tourism characteristics and is one of NSW's most visited domestic tourism destinations.

Bellingen's recent social and economic success is linked to the areas cultural industries and tourism focus, of which Bellingen Showground provides a significant and integral supporting infrastructure role.

The Bellingen Showground is one of two showground reserves within the Bellingen Shire (ie Dorrigo) and one of three in the region (ie Coffs Harbour Showground).

Bellingen Show Society has been hosting an annual agricultural show for more than 100 years. The Show is one ofon the annual calendar in the Mid North Coast region. The show forms part of the travelling show exhibitors annual calendar and provides a feeder event for larger regional events held in Coffs Harbour and other larger regional events each year.

Bellingen Showgrounds forms part of the recently established Far North Coast Regional Crown Lands Reserve system, which provides much of the areas natural, cultural heritage, recreational, community and tourism resource base and character in the Mid North Coast region.

The regional reserve system consolidates all crown reserves management into the one planning, development and budgetary area for the first time. In the future this regional reserve system will enable the Department of Lands, to more effectively manage resources within and between reserves, for the benefit of individual reserves and the whole regional system.

1.4 LEGISLATION & POLICY

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

Key legislation and elements relevant to the management of Bellingen Showground include:

CROWN LANDS ACT 1989

Crown reserves in New South Wales are subject to the general land management objectives and provisions of the Crown Lands Act 1989 (CLA). The Act is administered by the NSW Land & Property Management Authority which oversees the administration and management of Crown Reserves*.

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

The objects of the Crown Lands Act are to ensure that Crown land is managed for the benefit of the people of New South Wales and in particular to provide for:

- a) A proper assessment of Crown land;
- b) The management of Crown land having regard to the Principles of Crown Land Management;
- c) The proper development and conservation of Crown land having regard to those principles;
- d) The regulation of the conditions under which Crown land is permitted to be occupied, used, sold, leased, licensed or otherwise dealt with;

- e) The reservation or dedication of Crown land for public purposes and the management and use of the reserved or dedicated land, and
- f) The collection, recording, and dissemination of information in relation to Crown land.

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

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

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

CROWN LANDS LEGISLATION AMENDMENT ACT 2005

The 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 land management and in the public interest.

Additional uses can be authorised by an adopted plan of management or by order of the Minister.

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.

CROWN LANDS (GENERAL RESERVES) BY-LAW 2006

The affairs of certain Crown reserves are covered by the Crown Lands (General Reserves) By-law 2006. 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, and
- The setting of fees and charges and the provision of certain services by reserve trusts

Bellingen Showground "and any additions thereto" is included in the schedule of the By-law.

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

LOCAL GOVERNMENT ACT 1993

The Local Government Act (LGA) provides for the establishment of Bellingen 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 land through an approval role. For example, the operation of caravan parks and camping grounds.

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT

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

ZONING

The **Bellingen Local Environmental Plan 2003** is the current local planning instrument for Bellingen Shire pending adoption of a new model LEP.

Lot 12 DP 112142, Allotments 12-16 Section B DP8086 and Lot 7014 DP 1069242 are zoned **6 (a) (Public Recreation Zone)**

The objectives of this zone are:

- (a) to provide a range of open space and recreational land to meet the needs of the community for public recreation, and
- (b) to allow for the provision of suitable facilities to enhance the use and enjoyment of open space areas while ensuring that any development:
 - (i) promotes or is related to the use and enjoyment of open space, and
 - (ii) does not substantially diminish public use of or access to open space, and
 - (iii) does not adversely affect the natural environment, any items or areas of heritage significance or the existing amenity of the area.

Lot 7013 DP 1069242 is zoned **2 (a) (Residential Zone)**

The objectives of this zone are:

- (a) to identify suitable lands to be used for the purposes of housing and associated facilities, and
- (b) to encourage a range of housing types in appropriate locations and at densities compatible with surrounding residential uses, and
- (c) to enable development providing services to surrounding residential areas only if it is compatible with the character of the living area, and
- (d) to ensure that the height and scale of buildings are compatible with a normal detached dwelling character.

STATE ENVIRONMENTAL PLANNING POLICIES (SEPPS)

A range of SEPPs need to be considered in relation to Crown reserve planning and development. For example;

STATE ENVIRONMENTAL PLANNING POLICY (INFRASTRUCTURE) 2007

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

1. Additional uses being permitted on certain State land (including some classes of Crown land) which would otherwise be prohibited under an LEP.
2. Exempt development categories for public authorities. Categories relevant to Crown reserves include access ramps, bush fire protection, car parks, fencing, landscaping, lighting, signage and boundary adjustments
3. Infrastructure planning provisions, including works and activities on Crown land, such as emergency services facilities, bushfire hazard reduction, parks and public reserves, flood mitigation works, port, wharf and boating facilities, waterway or foreshore management activities, etc
4. Consultation requirements when undertaking development subject to the SEPP

5. Development for any purpose may be carried out without consent on a Crown reserve by or on behalf of the appointed trustee where the development relates to the implementation of a plan of management adopted under the Crown Lands Act 1989.

6. 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

7. 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.

SEPP (TEMPORARY STRUCTURES & PLACES OF PUBLIC ENTERTAINMENT) 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 to the Environmental Planning and Assessment Act.

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

NSW STATE PLAN

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

Building harmonious communities

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

Delivering better services

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

Practical environmental solutions

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

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 2006 - Schedule 4 states that the records kept by a Reserve Trust are:

- Account books showing details of all income and expenditure
- Records of assets and liabilities and improvements effected
- Bank, building society or credit union deposit books or 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 in place
- Such records as may be necessary to prepare a report in accordance with Clause 32 of the Crown Lands Regulation 2006

DEALINGS IN THE LAND

In many cases the major activities on reserves are not carried out by the reserve Trust itself and a suitable tenure is required to enable a third party to conduct the activity. Where appropriate a reserve 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 reserve Trust (Section 34A – CLA).

1.5 PREVIOUS RESEARCH REVIEW

A review of previous research, policies and strategies relevant to the study and may impact on the future basis for management, values and future directions.

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
<p>Bellingen Shire Tourism Strategy 2007</p> <p>Author: Bellingen Shire</p>	<ul style="list-style-type: none"> • Key attributes – community values, rare natural environment & strategic location. • Need to focus on increasing visitor nights, spend & yield. • Need to improve market awareness through leveraging of strategic external partners, brand management & infrastructure • Low market awareness to be strengthened by formalising positioning within marketing mix and partnerships with Coffs Coast Tourism. • Need to increase promotion of Shire destinations & experiences, mainly within Coffs Coast brand & distribution channels. • Need to unite industry – currently poor tourism management, particularly marketing, fragmented, lack of co-ordination/collaboration, operating with minimal resources • Need for market driven approach, and to improve industries understanding of visitors requirements & profiles 	<p>Key Directions</p> <p>Partnerships</p> <ul style="list-style-type: none"> • Centrally co-ordinated local management of tourism development, marketing & visitor servicing, through Local Tourism Partnerships. • Extend existing Coffs Coast alliance & resource sharing • Broaden representation Tourism Advisory Committee Panel <p>Marketing</p> <ul style="list-style-type: none"> • Develop series marketing identities • Develop Waterfall Way as key to link & market destination • Expand investment in Coffs Coast destination marketing plan, ensuring Shire experience/locality/nature based tourism representation • Rationalise marketing collateral • Develop seasonal marketing themes – facilitate collaborative marketing events <p>Visitor Information Centres</p> <ul style="list-style-type: none"> • Continue to support Urunga/Bellingen VIC short to medium term. Assess location & viability of centres long-term. • Re-locate Bellingen VIC to central CBD location, integrating range of tourism/events management/creative & commercial activities/services create cultural/economic showcase hub (Waterfall Way Centre) • Council extend resourcing/facilitation of VIC's (include paid co-ordinator. <p>Events</p> <ul style="list-style-type: none"> • Develop a bi-annual competitive-criteria based events fund, • Determine Council support position • Develop events management tool kit • Investigate feasibility of joint Events Co-ordinator position • Investigate feasibility of joint-demountable events staging infrastructure <p>Community Leadership</p> <ul style="list-style-type: none"> • Implement Volunteer Rewards & Community Leadership Program • Increase advocacy of tourism, build awareness & understanding of value, benefits and contribution to Shire <p>Key Product & Infrastructure Development</p>

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
		<ul style="list-style-type: none"> • Develop series of experiential drives/trails/walking/cycling tours • Contribute to Coffs Coast Tourism Signage & Arrivals Strategy • Encourage/assist development of projects which showcase environmentally sustainable practice • Develop Tourism Infrastructure Plan • Undertaken Caravan Park Feasibility Study <p>Resourcing</p> <ul style="list-style-type: none"> • Review Tourism Manager position • Investigate staff resourcing needs to implement strategy • Investigate tourism-Levy & Grant opportunities to fund strategy • Implement collaborative funding arrangements
<p>Bellingen Economic Development Strategy 2004</p>	<p>Key Issues</p> <ul style="list-style-type: none"> • Economy in Transition • Declining traditional industry base • Emerging & Developing Industries (ie aquaculture, agribusiness/processing, creative industries, regional cuisine, tourism, aged care) • Integral part of Coffs Coast region. Shire contributes through landscapes & attractions. Benefits from Coffs infrastructure – health, education, transport, tourism etc) • Bellingen township renowned for cultural activities & lifestyle. Significant growth creative industries growth in recent decades. Represent significant part of economy. Includes: new media, music & performing arts, visual arts & crafts. Flagship/Major events support creative industries 	<p>Strategy in need of renewal, however vision and mission still relevant.</p> <p>Vision - Build a more diversified economic base for the Bellingen Shire</p> <p>Mission- Attract new business investment & help existing Bellingen Shire Businesses to grow.</p> <p>Initiatives in the following key areas:</p> <ul style="list-style-type: none"> • Investment attraction • Business Development • Industry Development • Infrastructure Development
<p>Economic Impact Assessments – Global Carnival & Camp Creative 2007</p>	<p>Global Carnival</p> <ul style="list-style-type: none"> • Signature event • In the order of \$1 Million (\$952,775) Direct Visitor Spend of which approximately 50% (\$470,766) leaked out of Shire economy. • Nett Inscope expenditure in Shire (includes event management expenditure) \$677,330. • Income supports 8 FTE employment positions • Flow-on impact of events/employment in excess of \$1M per annum <p>Camp Creative</p> <ul style="list-style-type: none"> • Signature event • In the order of \$0.62 Million (\$627,000) Direct Visitor Spend • Income supports 28 FTE employment positions • Flow-on impact of events/employment in excess of \$1.2M per annum • Council expenditure Est \$2,850. <ul style="list-style-type: none"> • Key Issues - Lack of maximising benefits from Global Carnival/Camp Creative & other events • Quality of Showground accommodation 	<p>Key Recommendations:</p> <ul style="list-style-type: none"> • Local business supply • Local content • Incentives to encourage event attendees to spend within Shire • Local & shared infrastructure/staging sourcing (shared staging infrastructure/set-up businesses) • Ensuring Shire continues to have capacity to stage major events, through appropriate venue and support infrastructure (accommodation, catering, customer service & travel) • Leveraging “brand” of global & camp creative
<p>Coffs Coast</p>	<ul style="list-style-type: none"> • Main origin of visitors Coffs Coast (ie Coffs harbour 	<p>Key Strategies 2008-2010</p>

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
<p>Communication Plan 2008/09</p>	<p>Bellingen) NSW/ACT (70%), QLD (15%), VIC (<10%). Compared to Port Maquarries/Port Stephens, QLD larger % of source market.</p> <ul style="list-style-type: none"> Main purpose of visit – Holiday & Leisure (60%), Visit Family & Friends (26%) Average Visitor nights – 1.147 million Average Visitor days – 0.474 million Main activities by visitor nights – Social/other (80+%), Outdoor/nature (60+%), Sport/Active Leisure(35+%), Attractions/Tourist Activities (20+%) Length of Trip – Average 3.5 nights - 1-3 nights (<20%), 4 to 7 nights (30+%), 8-14 nights (25%), 15 or more nights (15%) Peak season – January, followed by April (Easter), Autumn/Spring School holiday months Key Lifecycle groups – Families & Couples (older) Preferred accommodation – Friends/relatives homes (35%), Hotel/Resort, Motel etc (32%), Caravan/Camping (17%) 	<ul style="list-style-type: none"> Focus on major source markets & key consumer segments. Ie Families & Couples in NSW Reminder of “Value for Money” Key attributes of promotion <ul style="list-style-type: none"> Families: Fun,Nature, Affordable Natural & manmade attractions to please the kids & adults <p>A sense of togetherness</p> <ul style="list-style-type: none"> Couples: Beauty of Nature All Around Scenic natural attractions & abundance of social activities <p>A sense of sharing</p> <p>Activities:</p> <ul style="list-style-type: none"> Update Coffs Coast website Attendance at specific Consumer Shows Two Sydney Weekender Shows Undertake competition/Give aways with selected magazines for editorial support (ie industry sponsored) Popular Journalist Familiarisation Seek Getaway/Great Outdoors stories Partner with Mid-north Coast/Tourism NSW where appropriate Combine all promotions with a product offer – VIC’s to sell ON-line advertising Encourage industry product development ie Attractions pass
<p>Coffs Coast Tourism Strategy</p>	<ul style="list-style-type: none"> Higher economic contribution of tourism related business (ie accommodation, cafes, restaurants) on Coffs Coast than NSW & national averages. Higher employment in tourism related services Estimated total visitor expenditure \$417.5 Million 05/06 based on average daily spend of \$430 per day) DITR economic model applied, indicates 3,173 jobs created Coffs Coast 2005/06. <p>Key Issues</p> <ul style="list-style-type: none"> Lack of effective Leadership Lack of unity Lack of resources <p>Specific Issues</p> <p>Markets/Marketing</p> <ul style="list-style-type: none"> Brand & Position Maturity of markets Seasonality Consumer/Perceptions of Coffs Coast Niche/Special Interest Markets Co-operative marketing effort <p>Product development</p> <ul style="list-style-type: none"> Destination beautification & improve/visible visitor amenities 	<p>Relevant Key Directions/Strategies Actions:</p> <ul style="list-style-type: none"> Refine Brand & Positioning, work with stakeholders to ensure unified and consistent application of brand/positioning Focus Marketing activities on key Markets/Segments (ie Sydney –NSW primary, SE QLD/VIC secondary Encourage increased length of stay & spend, not more visitation Regional Beautification program Improve quality of service Target visitors by car New Fly-Drive packages Development of special interest packages/niche product in Off-season & hinterlands Hosting special events in Off-Season Focus on attracting corporate meetings/conferences off-season Co-operative marketing- strengthen networks, understanding

TITLE & AUTHOR	KEY FINDINGS	RELEVANT RECOMMENDATIONS
	<ul style="list-style-type: none"> Product & in particular Hinterland product development opportunities Accommodation standards <p>Leadership & Co-ordination</p> <ul style="list-style-type: none"> Industry awareness of destination activities Industry unity/relationships Community awareness of benefits 	
<p>Bellingen Shire Growth Management Strategy 2006-2026</p>	<p>Community Facilities & Services</p> <ul style="list-style-type: none"> Review the use of existing Council owned facilities in consideration of need, location & usage to ensure maximum effectiveness of use and equity of access to services Lack of adequate &/or suitable accommodation for existing locally based services Transience and increasing population mobility Isolation Inequity of access to existing services Need for improved service co-ordination and access to address fragmentation Inadequate community infrastructure and services Lack of programs and services to meet the needs of young people and an aged and ageing population <p>Openspace & Recreation</p> <ul style="list-style-type: none"> Assuming a base provision rate of 2.83ha of land for both passive and active open space per 1,000 population, Bellingen LGA is considered to be well served by public open space with over 19ha provided per 1,000 population. Ensuring that the services and facilities provided are maintained to the safety standards required for usage. Ensuring the continual upgrade of services and facilities so that the community can continue its full usage of sporting and recreational facilities within the Shire. Promote the existing level of sporting equipment and facilities to their optimal quality to ensure the highest level of competitiveness within the area. With the expected population growth within North Bellingen, opportunities exist for the development of additional playing fields in North Bellingen to serve the existing and future population 	<p><i>Shire Vision:</i></p> <p><i>"A Shire of outstanding natural beauty, scenic rural landscapes and attractive towns and villages with a distinctive local character. A prosperous and cohesive community enjoying a variety of satisfying lifestyles, a wide range of employment opportunities, and high quality infrastructure, services and facilities."</i></p>

1.5.1. Previous Research Summary

The following provides a summary of the key issues, opportunities of relevance to the study and future potential strategies and actions that could be considered by the Showground Trust:

a) Bellingen Tourism Strategy

- Increased resourcing and marketing initiatives to be closely aligned to Coffs Coast destination marketing & brand, which showgrounds, through events should seek to position within.
- Potential development of Volunteer Reward and Community Leadership Program, which showground Trust should seek to be part of;
- Widening of Tourism Advisory Committee, which showground trust board should seek representation/ links too;
- Potential development of events strategy, increased resources (through Council competitive criteria based funding process) available for events;
- Investigation of feasibility of demountable events staging infrastructure;
- Future development of Tourism Infrastructure Plan to guide Council investment, which showgrounds, as key piece of events infrastructure should be identified;
- Encouragement of Environmentally Sustainable Practices and Design, which Showground Trust has expressed a desire to implement in future facility developments and upgrades;
- Possible Feasibility Study for commercial Caravan Park, which may impact operations of Showground Caravan/Camp grounds.
- Potential development and professional/commercial management of integrated tourism, events, arts & cultural management/activities and visitor servicing centre (ie Bellingen Hub), which could provide on a fee for service basis, promotion & marketing, bookings and usage administration support to Trust.

b) Bellingen Economic Development Strategy

- Confirms the importance of agribusiness, tourism and creative industries to Bellingen Shire economic development and success, all of which currently or could potentially be supported at Bellingen Showgrounds through various use and events.

c) Coffs Coast Communication & Marketing Plan

- In developing future marketing & promotion strategies Showground Trust should take account of Coffs Coast market profile and seek to align with the Coffs Coast brand, positioning & key attributes & communications messages.
- Market Profile indicates camping accommodation of choice by approximately 17% of market, indicating small but consistent camping/caravanning provision in Shire.
- Affordability is a key factor, particularly in current economic climate, of which camping accommodation may benefit.
- High participation in Social activities, Outdoor/nature activities and active Sports/leisure activities. Low participation attractions/tourism activities (eg events). Consider/encourage users to investigate potential opportunities to develop active leisure opportunities, for key market segment & periods (ie school holiday programs Autumn/Spring)

- Ensure Communications/Marketing align to proposed Coffs Coast activities.

d) Coffs Coast Tourism Development Strategy

- Renewed focus on off-season development – special events, niche markets & packaging, conferencing which showground trust could facilitate, provide venue
- Need to/benefit from aligning marketing/promotion with Coffs Coast brand, attributes & activities.
- Renewed emphasis on beautification and standard of amenities, which showgrounds could benefit from.
- Potential development of a Hinterland Development Plan, which showgrounds provides key infrastructure/venue and should seek involvement.

e) Economic Impact Assessment

- Bellingen Shire economy benefiting significantly from major events, held at Showgrounds, in the order of \$2.2 Million, for very little public sector investment from the Shire or State government.
- That the showgrounds infrastructure is a concern to events organisers and participants, and that the Shire could benefit more greatly from events, if improved (ie camping).
- That there is a need for better co-ordination amongst events organisers and facility/service providers and the business community to maximise effectiveness.
- There is a need and commercial opportunity for locally sourced staging equipment & events set-up, which the Showground Trust may be able to consider as future business development opportunity.

1.6 COMPETITOR FACILITY REVIEW

To assist in the identification of existing supply of facilities and services available to the Bellingen community and the surrounding region, an audit and review of publically accessible showgrounds, community & recreation facilities have been undertaken. The review was undertaken by Bellingen Council staff in October 2008. This Section provides an overview of the competitor review, as summarised in the following table. Appendix A provides the more detailed findings of each of the facilities.

**Table 1.1
 Competitor Review**

Facility	Management/ ownership	Facilities	Key issues	Future plans
Dorrigo Showground	Managed: Dorrigo Showground Trust Owned: Crown Reserve	Similar infrastructure to Bellingen Showground	Limited use	Unknown
South Street & Hungry Head Road Reserve	Managed : Owned: Crown Reserve	Sports Oval	Used for Rodeo & showground type activities. School Sports	
Glenniffer Hall	Managed: Gleniffer Hall Trustees Owned: Council	Main Hall	Reasonable Usage Main Uses – small community events, weddings/family events	
Bellingen Memorial Hall	Managed: Bellingen Shire Hall Management Committee Owned: Council	Performance Hall, Seating capacity 160 Stage, Ketchen Facilities, Air-conditioned	Main usage as major events, Cinema, Performance Hall	
Bellingen Park	Managed: Bellingen Park Management Committee Owned: Council	Main Outdoor Sports Oval, Grandstand, Amenities, Kiosk Tennis Courts	Main Usage: sporting competition/training/ events, local community events (ie community markets, plant fairs) Good links/Close to CBD	
Morgo Street Reserve (Urunga)	Managed: administrator Owned: Crown Reserve	Open Air stage, Picnic/bbq facilities, playground, toilets	Main Usage: Local use, Community events	Management & Improvement strategy identifies:
Mylestom Hall	Managed: Committee of Council Owned: Building Council/Reserve Crown	Main Hall	Used by community groups & individuals	
Mylestom Oval	Managed: Owned: Crown Reserve	Sports Oval, bbq/picnics, toilets	Very little use identified	
Caravan Parks: <ul style="list-style-type: none"> o North Beach Caravan Park o Bellinger River Caravan park o Urunga Heads Caravan park o Urunga Waters Caravan 				

Facility	Management/ ownership	Facilities	Key issues	Future plans
Park o Dorrigo Mountain Resort & Caravan Park				
Regional Facilities				
Coffs Harbour Showground				
BCU International Stadium				

The competitor review indicates within the Bellingen Shire, the following key issues and findings to be taken into consideration when considering future development plans for the Bellingen Showgrounds:

- o Aside from Bellingen Showground, there are three other "showground type" reserves within Bellingen Shire, which are currently offering very localised facilities and opportunities;
- o Limited publically accessible Hall/Community building facilities (for hirer at all times) in the Bellingen area;
- o Compared to use identified for Bellingen Showgrounds, many facilities identified in the review appear to be underutilised;
- o Only one hall facility, indicated as having air-conditioning (ie Bellingen Memorial Hall);
- o Only one other alternate outdoor events/showground venue within Bellingen, (ie Bellingen Park), which has equally good location (close to CBD) and similar support infrastructure.
- o Limited caravan/camping facilities in the Bellingen Shire Hinterland area. Since closure of Bellingier River Caravan Park, Dorrigo Mountain Resort only other camping venue in the Hinterland area.
- o There are currently only two facilities within the region that have the capacity or potential to host events similar to those, currently hosted by Bellingen Shire, these include Coffs Harbour Showground & BCU International Stadium. Interviews with events organisers indicates it is unlikely they would consider these venues, as the brand & offering of their events is aligned to Bellingen environment and way of life.

Overall, the competitor review indicates there is very little other public outdoor sport/showground reserves and/or community facilities, offering similar opportunities for the activities currently being provided for by Bellingen Showground, or that could potentially/likely to be hosted by Bellingen showground in the future.

Section Two: Operational Review



2.1 INTRODUCTION

This section summarises the existing facility usage and operational review of the Bellingen Showground. The review is based on information and data provided by the Bellingen Showground Trust and relevant user groups provided in workshops and interviews undertaken in November and December 2008. It includes:

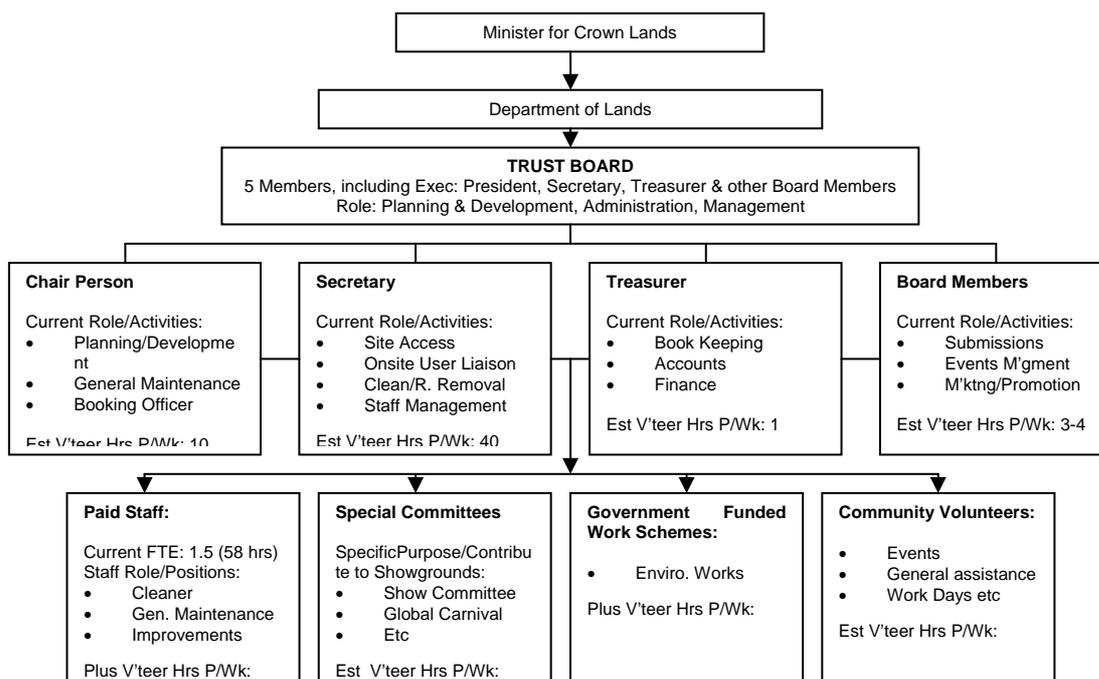
- Management & Operations
- Usage & Attendance
- Fees & Charges
- Financial Performance

2.2 MANAGEMENT & OPERATIONS

To assist in understanding the current management and operations of the Bellingen Showgrounds the consultant team have undertaken a review of existing management and operating arrangements.

The diagram below highlights the organisational structure, key personnel and highlights the current roles and activities undertaken by the Trust Board members and in particular the Executive members. The structure has been developed based on discussions held with the Trust Board Members, Staff and Volunteers in November 2008, which sees the following key elements:

Organisational Structure & Roles



a) Staffing

Trust Board Members are responsible for site planning & development, administration & management. Between the Trust Board members this sees a commitment of volunteer hours in the order of 50 + hours per week, a majority of which is spent in operations (ie managing bookings, arranging site access, user liaison, site cleaning and maintenance), relatively less time is spent in management, planning & development (eg marketing & promotion, PR, policy direction, fund raising and planning/development of site).

To assist the Trust Board in the management and operations of the site, the Trust Board engage, facilitate or work with a range of people or organisations including staff, contractors and volunteers, as follows:

- 1.5 FTE staff) to undertake daily/weekly maintenance (ie mowing, cleaning, minor repairs) and minor improvements, apply for and engage when available
- Contract "Work Scheme" teams (ie Green teams) to undertake major building and environmental improvements and the private sector, on a project by project basis to undertake specialist & major infrastructure/services work
- Volunteer projects, often arranged by specialist committee or key users of the site.

b) Policies, Systems & Practices

Discussions held with the Trust Board members indicates that although the Trust Board operate within the guidelines of the Act, they do so with relatively few written policies, systems or practices (as is true of most community based organisations). Written policies and systems have been put in place for major events, largely driven by risk management & insurance requirements.

c) Bookings & Use Arrangements

Bookings are made through the Chairman, who keeps a manual diary of bookings and informs the Secretary of bookings schedule, to arrange access. Generally, the users of the site are informed verbally, when making bookings of the price, conditions of use/ arrangements and expectations. This may be followed up with written confirmation, by the secretary, depending on the nature of the use.

Long-term users of the site tend to use the site under "traditional" usage arrangements and through ongoing liaison with the Trust Board.

Consultation with key user groups and Trust Board members indicates the lack of policies and systems is a source of misunderstanding and conflict between users and the Trust Board, can sometimes result in poor bookings/use management and is time consuming on behalf of the Trust Board members. These issues are increasing as the use and diversity of use increases at the site.

d) Insurance & Risk Management

The Trust carries general public liability insurance. It does not however carry professional indemnity, specific purpose or work cover insurances.

All regular hire user groups are asked to provide copies of their activity insurance to confirm use of the facilities.

Major events are asked to provide copies of OH&S, emergency & risk management plans

2.2.1. Summary of Management and Operational Review

The key elements/issues arising out of the management & operational review are as follows:

- o A operations of the Bellingen Showgrounds is largely underpinned by the volunteer hours & contributions of the Board, user groups & goodwill of the community.
- o Trust Board members are undertaking a significant amount of the daily operational activities, which is placing significant stress on individual members and likely to be unsustainable over the longer term.
- o There is a lack of systems & policies to ensure clarity amongst users and stakeholders and to support the objectives of the Trust board.
- o There is limited insurance cover & risk management policies in place to support the members and activities of the Trust in managing the affairs of the Bellingen Showground.

2.3 USAGE REVIEW

As a guide to the level of existing use of the Bellingen Showground, the Trust Board identifies the following main user groups, associated usage, participant numbers and main facilities used. The information is based on best estimates of 2007/08 usage, as the Trust Board does not keep detailed records of usage and occupancy. To assist in the future operations and performance review of the Bellingen Showgrounds, future strategies should include the keeping of accurate records of usage, attendances and associated incomes & expenditures.

Table 2.1
Bellingen Showground
Usage & Attendance Review 06/07

CLUB/ORGANISATION	EST. USAGE Per Annum	EST. PARTICIPANT NUMBERS/ATTENDANCES	MAIN FACILITIES USED	TOTAL ESTIMATED ATENDANCE Per Annum
REGULAR HIRERS				
Bellingen Pony Club	2-3 x Monthly School Term	100 + pp	Showring/Stables	2000
Adult Riders Club	2 x Monthly	100 + pp	Showring/Stables	2000
North Coast Horse Agents	3-4 x Monthly	Small groups/Individuals up to 4	Showring/Stables	40
Agjstment	Ongoing	Up to 15 horse	Adjacent Hired Paddock	n/a
Poultry Club	n/a	50 + pp	Poultry Shed	n/a
Community/Leisure Programs (Diverse range of Tutorial Groups/Classes)	5 per week	15-30 pp per class	Main Pavillion (Hall) or Dining Hall	1,050
General Community Use (ie openspace activities such as walking, picnicking, bike riding, dog walking, children's play)	Daily, All Year Round		All Outdoor Areas	n/a
General Campers	Up to 83 days per annum x ...site		Camp Grounds	TBD
Small Events/Markets				
• Annual Poultry Club Show	2 x p/a (1 incl. Show)	50 + pp	Poultry Shed	100
Bellingen Growers Market	2 x Monthly	Up to 20 stalls, 2-300 attendances	Main Pavillion, Dining Hall, Bar/BBQ Pavillion	4,000
Small Schools Sports Day	1 p/a	Est 200 pp	Main Pavillion, Dining Hall, Bar/BBQ Pavillion, Showring	200
Chrysalis School events	2-3 p/year	Est 150 pp	Main Pavillion, Dining Hall,	300
IRREGULAR HIRERS				
Major Events/Festivals				
Bellingen Show	1 p/a for Wk/end	Est. 8-10,000 attendances	All Areas (incl. Adjacent Paddock)	8,000
Camp Creative	1 p/a for 1 week	Up to 1200 pp, 300 campers @ showgrounds	Camp Ground	2,100
Global Carnival	1 p/a wk/end	Est: 4,500-5,000 pp, 700 guests/staff, majority campers @ showgrounds	All Areas (incl. Adjacent Paddock)	10,000
Bellingen Jazz & Blues Festival	1 p/a wk/end	Est: 300-500 pp, 200 campers @ showground	Camp Ground	400
Renewable Energy Fair	1 p/a	Est: 2000 attendances	Main Pavillion, Dining Hall, Bar/BBQ Pavillion, Showring	2000
Relay for Life	1 p/a	Est 2000 pp	Main Pavillion, Dining Hall, Bar/BBQ Pavillion, Showring	4,000
Meetings/Conferencing /Special Occassions	5 p/a	20-300 pp	Main Pavillion, Dining Hall	700
Total Estimated Usage Per Annum				36,890 visits/pa

Please note: the estimates of total annual usage are based on taking the minimum or average of the estimated usage range and likely use scenario of 10 months per annum, where applicable. As estimated usage are based on organisation/management estimates they should be used as a guide only.

2.3.1. Summary of Usage Review

The results of the existing usage and attendance review indicates:

- There are a large range of organised sporting, recreational, community and tourism activities (camping & major events) conducted at the venue.
- Consultation with key stakeholders suggests there is also high non-organised or passive recreational use of the site (ie. walking, picnicking, bike riding, dog walking, children's play)
- The main usage types could be described in the following categories:
 - Equestrian Sports
 - Major & Community Events
 - Leisure/Arts & Community Programs
 - Meetings/Conferences
 - Camping
 - Informal Outdoor Recreation activities
- In excess of 35,000 visits are made to the Bellingen Showground on an annual basis.
- Usage includes both regular and non-regular uses. Consultations (See Section Consultation Outcomes) with key user groups indicates, this can be a source of conflict, as regular users, mainly sporting groups need to be able to offer regular and fixed date competition/training.
- A majority of usage (27,000+ visits) per annum come from major events.
- There is high usage of the showground buildings, particularly the Main Pavillion & Dining Halls.

2.4 FEES & CHARGES REVIEW

A documented schedule of fees is not currently provided by the Trust. Fees & Charges are largely set by the Trust Board at Board meetings annually, although in a large number of instances fees are set by negotiation with regular and casual hires at the time of booking.

A key recommendation of the study is to develop a documented and publically accessible Fees & Charges schedule.

2.5 FINANCIAL REVIEW

This section provides a brief overview of the Bellingen Showground Trust Financial Performance, identifying key income and expenditure trends. The following table is based on the detailed Statement of Financial Performance provided by the Bellingen Showground Trust Board.

Please note the review is of the last two financial years to the end of the 2007-2008 financial years only, thus should be used as a guide only to the current operational performance of the Trust. Changes to financial record keeping meant we were unable to compare to previous years.

Table 2.2
Bellingen Showground Trust
Income & Expenditure Financial Review 05/07

	Year 2006/07	Year 2005/06	2 Year Average	% of total		% Change 05/07
				2006/07	2005/06	
INCOME						
Hall Hire	11,775	8,329	10,052	22.12	23.62	+41.37
Ground Hire	27,665	17,807	22,736	51.98	50.49	+55.36
Agistment	7,296	7,611	7,454	13.7	21.58	-4.14
Services	6,471	1,517	3,994	12.16	4.3	+326.5
Interest	13	4	9			
Total Income	53,219	35,268	44,244			+50.9
EXPENSES						
Cleaning/Rubbish removal	2,760	1,268	2,014	5.56	3.32	+117.64
Electricity	5,778	4,349	5,064	11.64	11.37	+32.87
Insurance						
Lease Payments	3,540	5,170	4,355	7.13	13.52	-31.5
Print/Stationary	129	256	192	0.26	0.67	-49.7
Rates & Land Tax	2,600	3,683	3,142	5.24	9.63	-29.4
Repairs/Maintenance	29,536	23,258	26,397	59.5	60.82	+27
Sundry Expense	2,603		2,603	5.25	0.67	0
Telephone	301	258	280	0.6		+16.59
Loan Repayment	2,378		2,378	4.79		0
Total Expenses	49,625	38,242	43,934			+29.77
Profit/Loss from ordinary activities before income tax	3,593	(2,974)	309			+20.82

The financial review of the last two financial years indicates the following key trends:

- A small and average operating budget of approximately \$44,000 per annum. Please note this does not include Trust Board or Member volunteer time, and if

the time volunteered by the Trust were to be paid, this would see operating costs increase significantly.

- Improved financial performance over the two years, with a small operating surplus in the 2006/07 financial year of approximately \$3,500. This sees a break-even position over the two year review period.
- The main sources of income are detailed below:
 - Ground Hire (Avg 51%) (included events hire income)
 - Hall Hire (Avg 22%)
 - Agistment (Avg 18%)
- The main areas of expenditure are detailed below:
 - Repairs/Maintenance (avg. 60%)(incl. salaries & wages)
 - Electricity (Avg 11%) (including event electricity)
 - Lease Payments (Avg 10%)
 - Rates & Land Tax (Avg 7%)
 - Cleaning/Rubbish Removal (Avg 4%)
- Consultation with the Trust and the Lands Department indicates the Bellingen Showground has improved it's operating position over the last few years and now has a reasonable operating position, when compared to some other similar reserves and facilities. This improving financial position has been attributed by the Trust Board, to the diversification and increased usage, including the contribution of major events and general community use of pavilion/hall usage.
- Having said this due to lack of usage data and ability to track expenditure against use, it is difficult to determine the most profitable activities within the overall operation. Future business development strategies, should seek to set up financial systems that enable the trust to assess, where possible, income & associated costs against specific activities.

Section Three: Consultation Outcomes



3.1 INTRODUCTION

This section provides a summary the community and key stakeholder consultation undertaken in developing the project. Consultation was undertaken in from October to December 2008 and including the following key activities and tasks:

- Community & Stakeholder Workshops/Focus Groups (6)
- Key Stakeholder Interviews (10)
- Facility User Survey (20 received)
- Bellingen Showground Trust Board, Staff & Volunteer Workshops (3)

The following sections provide a summary of each of the consultation tasks. Generally each consultation method was seeking individual or organisational advice on current issues and future needs/opportunities with respect to facility use and demand, management & operations or infrastructure.

3.1.1. Stakeholder Workshops

Five community and stakeholder workshops were held between the 3rd and 6th November, based on key activities or areas of interest, including:

- Agricultural (ie Show Society, Poultry Society, Farmers Market & other Users)
- Major Events (ie Global Carnival, Camp Creative, Jazz Festival, Renewable Energy etc)
- Education & Youth Sector(ie School users, Tafe, Youth Groups/Organisations)
- Equestrian (ie Pony & Adult Riders Club, Private Sector)
- Public/Community Meeting (ie neighbours, residents, volunteers, users etc)
- Environment (ie Landcare, Green Teams, Local Government Environment Staff)

Although attendance to the workshops was via invitation, all workshops were advertised in the local written and radio media and anyone interested was encouraged to express their interest in attending the relevant workshop and/or attend the community meeting, which was advertised as a public meeting. All workshops were well attended with most workshops receiving good representation from the relevant user/stakeholder groups. A list of attendees is provided in Appendix B

The table on the following page provides a summary of each of the workshops.

Table 3.1
Summary of Community/Stakeholder Workshops

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
Agricultural	<ul style="list-style-type: none"> • Show Society • Poultry Club • Council E/Dev Staff • Growers Market 	<ul style="list-style-type: none"> • Many members of the relevant show committees been involved for 40 ++ years • Description of Show (120 yrs 2009) <ul style="list-style-type: none"> ○ Traditional Show events (ie Agricultural, Stalls, Woodchops, Sideshow, Rodeo, Art/craft, Cooking, helicopter rides, Camp Drought etc) ○ Operationally viable small surpluses (\$11K 2007) ○ Est. visitation 8-10,000 ○ Held April/May on Show circuit ○ Own/Paid for Show Office & Secretaries Office • Description of Poultry Club <ul style="list-style-type: none"> ○ 12 members ○ Run 3-5 activities a year including own show ○ 30-50 exhibitors (max 577 birds) ○ Has exclusive use of Poultry Shed for rent \$135-\$165 per annum ○ Total budget \$1,800-\$2,000 per annum • Description of Growers Market <ul style="list-style-type: none"> ○ 2nd& 4th Saturday monthly, 2-300 pp, 20 stores ○ Local organic produce ○ Visitation & stores increasing ○ Starting to purchase event infrastructure & contribute to Showground Trust ○ Quantity & consistency of produce ○ Envisage growing to 40 stalls <p>Main Issues:</p> <ul style="list-style-type: none"> • Food Handling, Health & Safety requirements • Insurance costs & ability to gain Insurance • Level of bureaucracy to stage events • Aging existing volunteers and declining volunteerism. (ie Ability to attract volunteers) 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Upgrade/Improve Toilet & Amenities • Pedestrian & Vehicular Access & parking • Upgrade Power/Electrical & PA System for Events • Replacement of Dairy Cattle Sheds • Increased Storage • Site drainage • Upgrade Show Hall – larger/multi-purpose, thermal capabilities • Upgrade Dining Hall Kitchen - thermal capabilities • Secure access/purchase adjacent land/block (Lavis Paddock) • More Permanent Shade Structures/Trees • New Undercover Dressage Arena (40x60m) • New Poultry Shed Roof • Formalise/Improve camping grounds <p>Management</p> <ul style="list-style-type: none"> • Better Co-ordination amongst user groups • Better working together • Improved Promotion & Marketing • Improved engagement/volunteering amongst community & regular users • Improved Security – potentially live-onsite caretaker • Formalise Camping @ site and put in appropriate management structure • Discourage use as Public Recreation Site • Better management of regular use V's non-regular use <p>Operations</p> <ul style="list-style-type: none"> • Improved booking & administration processes • Improved site access • Paid Employees to undertake general admin/upkeep/maintenance – not Board Members

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<ul style="list-style-type: none"> • Duplicate purchasing of Equipment by groups • Viability of user groups, impacting ability to pay for hire/use of showgrounds • Ownership & exclusive use of buildings • Quality of support infrastructure (ie shade, vehicular access and carparking, storage, grandstands, buildings & amenities) • Major events constrained by capacity of Town support infrastructure ie. accommodation availability in Township (total <1000 beds), no caravan/camping • Increasing vandalism, due lack of security, caretaker, increasing public use as North Bellingen grows • Lack of Public Open Space/Community facilities in North Bellingen • Use of site as camping ground and constraints of location in flood way <p>Current Strengths</p> <ul style="list-style-type: none"> • Site location, ambience and showing, level of commitment, work & energy of Trust Board Members 	<p>Future Use/Development Ideas:</p> <ul style="list-style-type: none"> • Maintain charm, ambience, pretty outlook • More events (ie Tradeshows, Carboot sales, major events) • Creative Industries Hub • ESD based development & initiatives (ie recycle bins etc) • Community Gardens
Events	<ul style="list-style-type: none"> • Global Carnival • Jazz festival • Camp Creative • Renewable Energy Fair 	<ul style="list-style-type: none"> • Main Events in Bellingen Shire <ul style="list-style-type: none"> ◦ Global Carnival ◦ Camp Creative ◦ Jazz festival ◦ Renewable Energy Fair ◦ Community Markets ◦ Bellingen Show ◦ Arunga Food & Wine Festival (emerging) • Description of Jazz Festival <ul style="list-style-type: none"> ◦ Long Weekend Aug. p/a ◦ 15 bands/45-50 Performances in 13-15 venues in Bellingen ◦ 350 attendees, mainly from NSW Regional, Middle age profile 45 years to 60 yrs & older ◦ Static/declining attendances ◦ Many attendees use camp grounds ◦ Main Issues – inclement weather impact on Jazz by River event that supports festival \$ • Description of Camp Creative <ul style="list-style-type: none"> ◦ 5 day event January, p/a ◦ 53 Performing & Fine Arts class ◦ 1200 participants, 60 Tutors 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Events Power/PA • Camp Ground Improvements • Toilets & Amenities • Carparking/Site Access for major events <p>Management</p> <ul style="list-style-type: none"> • Need to understand economic impact of the Show • Volunteer Management/Exchange Strategy currently being developed by Council • No plans to/ further growth potential for Camp Creative or Global Carnival • Improved Volunteerism • Paid Employees to undertake daily operational tasks etc <p>Potential NEW Developments/Uses/Events:</p> <ul style="list-style-type: none"> ◦ ACO/Flamingo Festival ◦ Stomping ◦ Oz Music Festival/Australia Day ◦ Nighttime events/markets ◦ Children’s Shows ◦ Youth Event

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<ul style="list-style-type: none"> o Use community venues across Bellingen o Main Issues – At capacity of venues, improvements to venues (ie air-conditioning), CBD being open at appropriate times for participants, rewarding volunteers o No future expansion plans • Description of Global Carnival <ul style="list-style-type: none"> o 700 + guests/staff/volunteers o 4-5000 participants, o Extensive volunteer management strategy in place o Contribute to showground through paying for/undertaking improvements o Main Issues – reached capacity in participant numbers, ability to accommodate camping & use arrangements of adjacent land (Lavis Block), carparking o No future expansion plans <p>Main Issues:</p> <ul style="list-style-type: none"> • Town limited by accommodation <1000 beds, leaving capacity of 4-500 for events • Events reached capacity • Rain Insurance costs for events (ie rain) • Flooding of site • Permanent Access to adjacent land(Lavis land) • Local business support for major events limited(ie opening hours etc) • Bellingen lacks substantial sized performance venue (ie 250-33pp) of appropriate quality & acoustics, <p>Main Strengths</p> <ul style="list-style-type: none"> • Central Location • Ambiance of Site 	<ul style="list-style-type: none"> • Multi-purpose Hall • Covered stage or sound shell • Potential accommodation – camping, cabins, permanent tents etc onsite & in Bellingen • Conference Facilities • Arts Factory/Complex <ul style="list-style-type: none"> o Public o Music Theatre o Sculpture o Working Artisans o Actively used <p>Future Constraints</p> <ul style="list-style-type: none"> • Size of Site, requires certainty over Access/Tenure to adjacent block (Lavis's land) • Flooding potential, impact on future building development • Volunteer base
YOUTH/ EDUCATION	<ul style="list-style-type: none"> • Tafe • Local Schools • Indigenous Education • Local professional Art/Cultural Teachers/Tutors • Youth Support Services 	<p>Current Use</p> <ul style="list-style-type: none"> • Most organisations represented using on a casual or regular basis • Main facilities used are buildings, including Main & Dinning Halls <p>Current Issues In Bellingen</p> <ul style="list-style-type: none"> • Lack of quality meeting/conference space in Bellingen • Lack of large multi-purpose Hall space in Bellingen • Lack of youth facilities <p>Site Infrastructure Issues</p>	<ul style="list-style-type: none"> • Multi-purpose Hall, with small break-out rooms, catering • More Storage • Maintain character & Charm of place (don't over build) • Accommodation on-site • Social areas & youth space • New amenities/toilets • Informal recreation opportunities – ie kids playground, cycle tracks etc <p>Management</p>

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<ul style="list-style-type: none"> • Vehicular Access and Car parking – Duty of care issues with children on site • Climate – heat-rain etc and buildings not suitable for weather • Quality of Amenities & Change rooms <p>Site Management Issues</p> <ul style="list-style-type: none"> • Lack of transparency regarding use of site. Ie fees schedule, bookings procedures, responsibilities/expectations of user and manager, maintenance • Uncertainty as to who the Bellingen Showground Trust • Lack of easily accessible communication channels with the Trust and between user groups (ie perception of secrecy). • Lack of marketing and promotion of site • Vandalism – if young people not engaged/feel excluded they will vandalise <p>Current Strengths</p> <ul style="list-style-type: none"> • Informal & welcoming • Small/boutique, community ownerships • Trust Board do a good job 	<ul style="list-style-type: none"> • Clear policies & procedures, schedule of fees • Clear communication channels – who is the Trust etc • Onsite Caretaker – take burden off Trust board members/ for vandalism • Maintain community sense of ownership/feel, service local needs first.
EQUESTRIAN	<ul style="list-style-type: none"> • Bellingen Pony Club • North Coast Horse Agent • Bellingen Adult Riders Club • Horse Drawn Carriages 	<p>Usage</p> <ul style="list-style-type: none"> • Cost of Use too high, particularly horse levy • Increased use has led to programming conflicts between regular v's non-regular users, equestrian use v's events and user conflicts between people and horses and activities (ie loud noise & horses, children & horses) • Only arena in Bellingen. Bellingen a high horse participation area. Perception by equestrian community, horses not wanted at Bellingen Showground. • Membership of various clubs/participation stable, although EI impacted participation in 2007. <p>Management</p> <ul style="list-style-type: none"> • Transparency & inconsistency of fee setting/insurance and use arrangements • EI arrangements unnecessary now. Not auspiced by any authority. • Poor communication with Trust and between groups • Caravan park leads to safety concerns for Pony Club, that need to adhere to child protection requirements 	<p>Future Use</p> <ul style="list-style-type: none"> • agriculture and horses – maintain as agricultural showground as primary purpose • Encourage other complimentary use/tourism but as secondary uses. <p>Management</p> <ul style="list-style-type: none"> • Affordable • Welcoming • More Council involvement • Alternative structure and more professional management approach • Volunteer Value & development strategies • Clearly articulated roles & responsibilities • Skills based Trust appointments • Communication strategies – clear policies/procedures, points of contact, website • Paid maintenance staff • Complimentary use programming • Safety & Risk management – OH&S for all users

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		Facilities <ul style="list-style-type: none"> • Stables too small & dangerous • General Maintenances • Power, Lighting & PA • Toilets/Amenities • Delineation/separation of users 	Facilities <ul style="list-style-type: none"> • Disability access • Improved general maintenance • Amenities/toilets • Improved Signage • Better design to accommodate all users – including horses • New stables and wash bay • Indoor Dressage Arena (min 20-60) to enable large equestrian events • Round yard for training • Purchase/Lease the adjacent block (lavis land) • Events infrastructure, PA, power and lighting Future Potential Uses <ul style="list-style-type: none"> • Large equestrian events • Twilight Shows
COMMUNITY MEETING	<ul style="list-style-type: none"> • Neighbours • Volunteers • Council Representatives • Users • Trust Members • Interested Residents 	General Issues <ul style="list-style-type: none"> • Bellingen relies on tourism, Bellingen Showgrounds is integral to the success of tourism • Camping/Caravaning <ul style="list-style-type: none"> • Concern being used as default caravan park, ideally not wanted, although traditional use of many showgrounds. • Process for closing Bellingen Showground inappropriate. • Illegal/Uninsured for current levels of camping. Neighbourhood <ul style="list-style-type: none"> • Very supportive of site • Main Issues - events security (alcohol), noise issues - needs to be formalised DA process, perhaps Curfew Management <ul style="list-style-type: none"> • Lack of Council and community involvement in site • Declining/aging Volunteerism, potential burn-out 	Role/Function – <ul style="list-style-type: none"> • maintain existing use, • encourage more & diverse community use. • Continue community ownership • Maintain ambience/character of site, heritage/historical value Management <ul style="list-style-type: none"> • Better communication • Electronic Booking System • Volunteer management system • Defined Roles & Responsibilities • Improved site maintenance and cleaning between users • Increase membership of Trust – skilled recruitment and/or sub-committees to assist management of site • Better Promotion/Marketing of site Facilities <ul style="list-style-type: none"> • Upgrade to facilitate camping • Storage

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<ul style="list-style-type: none"> Trust Board members undertaking work, shouldn't be doing (ie rubbish removal, cleaning etc) 	<ul style="list-style-type: none"> Master key system Upgrade buildings to encourage more use for meetings/functions/conferences <p>Future Potential Uses/Business Development</p> <ul style="list-style-type: none"> Formalised Camping/Caravanning Grounds Encouragement of closed group tourism (ie car clubs, bike clubs etc) Development of Horse Racing facilities on-site Test viability of commercial caravanning Introduce Arts & Crafts to produce market (ie Peg Board) Move Community Markets to Showgrounds Users should pay & contribute to facility development/improvement More Grant attraction ESD development – solar power, ESD design More diversity of use – meetings/functions/events, events etc Trust to increase takings from major events (% of profit areas: bar takings, gate takings, catering)
ENVIRONMENT	<ul style="list-style-type: none"> Landcare Green Corps Council Renewable Energy Fair 	<p>Management</p> <ul style="list-style-type: none"> Adhoc decision making processes, Community support for site overwhelming, need for formal community involvement processes Strategic site for Council in providing pedestrian/green corridor and linkages to river Bat Colony significant site and opportunities to link with Reliance on Green teams uncertain workforce – ie funding short-term, competitive based 	<p>Role/Function – maintain/encourage community sense of ownership, community use</p> <p>Management</p> <ul style="list-style-type: none"> Better Community Involvement Strategies <ul style="list-style-type: none"> Community Feedback Loop (customer survey) Regular Meetings/AGM Friends of the Trust Web/email/Newsletter/Meetings Develop Environmental Management Plan More efficient and Professional management of site Service/commercial agreement with: <ul style="list-style-type: none"> Waterfall Way Centre for bookings and site access etc. Council/State to undertake daily maintenance to free up Trust members to undertake management, promotion and development tasks Define discreet projects as easier to get grants funding Volunteer management strategy – offer training, sense of ownership,

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
			<p>value strategies etc</p> <ul style="list-style-type: none"> Engage young people, encourage volunteering - link with existing organisations/systems. Ie Bellingen Eye Define Roles & responsibilities Continue to use and access temporary groups Increasing public use/will increase sense of ownership reduce vandalism Undertake asset audit/review and develop management plan Undertake Heritage review <p>Facilities</p> <ul style="list-style-type: none"> Develop overall site plan (masterplan) Improve general maintenance Improve Buildings for meetings/functions/events Improve/formalise camping area Amenities/Toilets Childrens Play facilities- ie playground facilities, bike riding, public openspace, sports reserve. <p>Environmental Works</p> <ul style="list-style-type: none"> Stage 2 of Showgrounds Embankment Re-generation More Shade Structures/ ESD Design Toilets upgrade-recycling, plumbing etc Adopt policy for events - ie. Education at point of sale, packaging & recycling. Policies developed in consultation with users/friends <p>Future Potential Development/Events</p> <ul style="list-style-type: none"> Stamping Ground/Croakfest Big Day Out Linkages with Council Green Corridor Strategy and Pedestrian Mobility Plan Bellingen Botanic Gardens - build on Town as Botanic Gardens Theme Link with Bat Colony - Interpretive Walk
TRUST WORKSHOP	<ul style="list-style-type: none"> Trust Board, Staff & Volunteers 	<p>Usage</p> <ul style="list-style-type: none"> Increasing and more diverse use leading to user/management conflicts (ie horses/cars & people, camping/users etc) Camping activity currently outside allowable camping activity, leaving 	<p>Future Needs</p> <p>Facilities</p> <ul style="list-style-type: none"> Upgrade/Formalise camping grounds & management on-site Acquisition or more secure tenure over adjacent land (Lavis's block)

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<p>Trust liable</p> <p>Management</p> <ul style="list-style-type: none"> Lack of awareness/understanding about role of Trust, who/how funds the showgrounds operations and maintenance, how services are provided and work required to operate and maintain venue. Lack of delineation of roles/responsibilities for Trust Board members, staff, volunteers, user groups Lack of communications, marketing and promotions Lack of clear policies and procedures Lack of understanding amongst user groups of ownership of site and access to site (ie it's not a public site, it's not free) Maintenance and daily upkeep too much for volunteer organisation. Trust members currently performing daily upkeep tasks (ie rubbish removal) when they should be concentrating on planning and business development. Increasing vandalism. Possible reasons lack of ownership over site, increasing North Bellingen population, lack of openspace in North Bellingen, lack of openspace in North Bellingen. Liability Issues – for Board Members, Employment, user groups etc <p>Facility Issues</p> <ul style="list-style-type: none"> Need for improved/safer power to site, particularly for events Need for better site drainage for main arena and camping area Site in floodway Poor quality amenities/toilets and sewer Poor vehicular access and carparking 	<ul style="list-style-type: none"> Upgrade existing buildings/halls – thermal improvements, roofing, cattle sheds Create use zonings over site Better Signage Improved events infrastructure (power, sewerage, lighting etc) Site master planning needed to ensure overall direction can be achieved. Possible Dressage Arena <p>Management</p> <ul style="list-style-type: none"> Improve understanding of the Trust, how it is appointed, roles & functions (ie Demystify) Improve understanding of the Bellingen Showground ownership and management, land and building ownership, how it is maintained and services provided. Encourage multi-use of existing and future infrastructure Paid Caretaker – preferably Live-onsite More wholistic approach to insurance issues for both Trust and users Need to better acknowledge contributions of volunteers (ie volunteer management system) Clear policies & procedures re use arrangements, fees & charges, use of fees etc. <p>Business Development</p> <ul style="list-style-type: none"> More assistance from Council, via rate waiver, possible assistance with bookings, site access (through masterkey system) payroll and accounts system, daily maintenance (ie rubbish removal, mowing etc) Increase major event use Sponsorship Increase share of major event takings Improved/more transparent contribution by user groups to capital upgrades Potential development of accommodation on-site Formalised Camping Lease of buildings (ie similar to Community Bus shed) Sale of some land (freehold blocks) Renewable energy

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
COUNCIL STAFF	<ul style="list-style-type: none"> • Corporate Services • Economic Development • Planning • Community Facilities Management 	<p>Current Issues</p> <p>Council Community Facilities/Services issues:</p> <ul style="list-style-type: none"> • Showgrounds recognised as key community facility, supporting major events that are of community and economic benefit to the town. • Council currently have a large number of community facilities, many aged, have regulatory compliance issues and underutilised. A community facilities plan is proposed, the outcomes of which will influence support or otherwise of further development on Bellingen Showground site. • Council have CCM of Arunga & ...Showgrounds, which may influence it's future involvement with Bellingen Showground • Council needs to make major improvements to the works Depot (under direction of EPA), this may influence the future location and operation of the works depot, which could present opportunity for Showgrounds (ie satellite depot). It will also influence capital funding availability. • Council currently finalising site, operational arrangements and funds for Bellingen Way Centre in CBD. • Arts Community currently seeking a venue for Arts Industry Hub, which Showground could be appropriate site. • Demand for sport & recreation facilities – <ul style="list-style-type: none"> ◦ Lack of indoor sports courts, ◦ Sports ground provision sufficient for current demand. • Council currently undertaking economic assessment of events. Council will be developing events strategy, will probably focus on developing/supporting key flagship events. <p>Site Specific Issues</p> <ul style="list-style-type: none"> • Site in Bellingen River Floodway. This afford highest level of restriction on future building & development. Any proposed new building would have to prove "net public benefit" and be built above 1:100 year flood level and would require flood study. • Showground site currently zoned Public Recreation (ie 6a), adjacent block (Lavis's land) zoned primary agriculture. • Bellingen currently oversupplied with openspace (according to Bellingen 	<ul style="list-style-type: none"> • Opportunity to link with/capitalise on Bat Colony and planned interpretation centre <p>Future Issues/Opportunities</p> <ul style="list-style-type: none"> • Possible opportunities for Council to provide a fee for service basis management of bookings, site access, key management system, through Bellingen Way Centre. Also, daily maintenance (ie mowing, rubbish removal etc) through outdoor workforce. • Need for State government to become more involved in the sites further development and management. • Facility development not impossible on site, although more difficult due to floodway and zoning. Potential to develop on the embankment, as not zoned "Floodway". • Proximity to Treatment Works Plant will limit development potential on Showgrounds & adjacent block • Possible application of S94 funds onsite • Infrastructure SEPP, temporary exemption for public buildings • If acquiring adjacent block (Lavis's land), boundary adjustment not necessary. • Risk Management – further encouragement of use of the site (ie major events or more regular use) unlikely to be problematic provided risk management strategy in place as there is a "community of support" in North Bellingen. • There are no other known suitable, alternate sites for the Showground at this time, if an agreement over more certain access/tenure over adjacent block (Lavis Land) can not be secured.

WORKSHOP	ATTENDEES	CURRENT ISSUES	FUTURE NEEDS/OPPORTUNITIES
		<p>Shire Growth Strategy), but lacks formal sporting reserves</p> <ul style="list-style-type: none">• Proximity to Treatment Works Plant will limit development potential on Showgrounds & adjacent block	

3.1.2. Summary of Stakeholder & Community Workshops

The following summarises the key current issues, future needs, opportunities and constraints as identified by the stakeholder and community members in attendance at the workshops:

3.1.3. Current Issues

Use

- Increasing usage by a more diverse range of groups – mainly camping, events and Hall Hirers
- Increasing use as a public openspace area by local community
- Many activities currently undertaken require access to the adjacent block of land (ie Lavis's Land) (ie Major events, Equestrian activities/Horse agistment)
- Site considered at capacity for use, given the age and quality of infrastructure and size of site.

Strategic Context

- Showground very important social and economic asset to Bellingen community
- Bellingen heavy reliance on tourism, major events a key part of tourism activity.
- Bellingen and Bellingen Events a key attraction/component in regional tourism destination offering.
- Lack of accommodation (900-1000 beds) and conferencing facilities,
- Lack of quality community facilities/halls, large indoor halls suitable for indoor sport and performance arts.
- No other Caravan Park in Bellingen since Council owned caravan park closed (ie. adjacent Bat Colony)
- Bellingen Showground strategically important from a public openspace perspective – provides needed public openspace for North Bellingen residents, provides opportunity to link to river, contribute to the green and pedestrian network across the township.
- Future development constrained by crown reserve dedicated purpose, land flood potential(ie highest flood rating) and zoning
- Part of the Regional Crown Reserves System

Management & Operations

- Lack of understanding of Roles/Responsibilities of Trust Board
- Lack of clear communication channels between Trust Board, Community and Users and between users
- Lack of clearly articulated and accessible bookings system, usage guidelines and arrangements
- Lack of transparency in pricing schedule and use of fees for facility operations and upgrades
- Lack of understanding about the governance, management and ownership arrangements for the Showground Reserve.
- Lack of multi-use and shared facility use of existing infrastructure

- Declining and aging volunteer base. Lack of acknowledgement of volunteers contributions or recruitment strategies in place.
- Trust Board undertaking roles that should be undertaken by paid employment positions (ie bookings, site access, daily and general maintenance), taking up time & energy that should be used for Trust & Reserve marketing/promotion, planning & development etc.
- Whilst understanding of the enormous commitment and contribution of the Trust, perception of unprofessional and mismanagement of Showgrounds by some users due to lack of understanding about governance, management & ownership of the Showgrounds, clear process & systems and declining condition of facilities.
- Increasing and diverse use creating user group and programming (ie regular v's non-regular conflicts). This factor, combined with other previously mentioned issues, such as clear communication channels, systems & processes has led to perception that some user groups no longer wanted onsite.
- Lack of promotion/marketing of site (although website under development and will improve marketing & promotion of Bellingen Showground)
- Increasing vandalism, possibly due to increasing public use of site as North Bellingen population grows, lack of youth engagement in town.

Financial Management

- Very little financial contribution by State or Local government. No recurrent funding, usually contribution via competitive grants or project based.
- Increasing maintenance costs as facilities age and use increases.
- Declining standard of facilities (relative to user expectations) impacts ability to set fees and charges inline with operational and improvement needs
- Relatively weak financial position of many of the user groups (ie the market) impacts ability for Trust to charge fair fees for service.
- Increasing reliance on non-traditional use (ie major events, campers, casual hire of buildings)

Facilities

- Aging infrastructure, increasing risk of non-compliance with DDA and BCA regulatory requirements
- Poor quality of toilets/amenities
- Need to improve the quality of indoor buildings (ie Main Hall/Dining Pavillion) to meet needs of user groups/contemporary expectations and standards (ie insulated, potentially air conditioned/heated, insect proof etc, rain proof)
- Many facilities failing and in need of replacement (ie cattle sheds, horse sheds, spectator seating, building roofs etc)
- Non compliant underground services and utilities infrastructure to meet safety & regulatory requirements (ie power supply)
- Need to upgrade services and utilities to ensure able to host major events (ie power, PA, lighting, sewerage)
- Need to improve capacity of showground/camping area to enable more consistent and regular use ie increase use (ie drainage, lighting etc)

3.1.4. Future Needs/ Opportunities & Constraints

The workshops identified the following key future needs, Opportunities and Constraints

Future Aim/Role/Function:

- Maintain as Agricultural site for traditional uses such as Show and Equestrian Activities
- Maintain sense of community ownership
- Maintain character, heritage ambience of site. Don't over-develop
- Multi-purpose -Multi-use venue (ie community, arts, recreation, events, tourism)
- Maintain affordability
- Adopt principles of Environmental Sustainability

Future Demand/Usage

- Future demand, particularly for quality multi-purpose meeting/hall/conference facilities, however facilities require upgrades to encourage identified use.
- Major events unlikely to grow larger, however, opportunity for greater use of site within existing programs.
- Potential for further development of two-three more community events (events strategy being developed)

Management & Operations

- Encourage more multi-use/shared-use of new and existing facilities
- More professional & transparent systems/processes for communication with Trust, bookings, fees & charges, contributions to development of site and usage arrangements.
- Clearly defined governance and management structure, ownership, roles & responsibilities
- More involvement and investment in the site by Council and State Government
- Paid operational staff either through commercial service agreements, direct employment, Live onsite Caretaker to undertake bookings, site access, use arrangements, daily and general maintenance.
- Improved community engagement & volunteer management strategies to improve sense of ownership, use and volunteerism.
- Improved site & facility planning - Develop site masterplan, facility asset management plan, environmental management plan
- Increased/improved communications, marketing & promotion
- Improve delineation of site user zones and access (ie master key system)
- Encouragement of environmental sustainability by all users at point of sale

Financial/Business Development Opportunities

- Improved co-operative/commercial arrangements with other land and community facility management agencies (eg Council, Lands Department, Environmental Management organisations)
- Improved co-operative/commercial arrangements with potential marketing & promotion and booking agents (ie Bellingen Way Centre)

- Consider working with other community groups/organisations to increase volunteer base and improved management
- Increase revenues through % of takings from profit making activities (ie gate takings, bar and catering)
- Improve facilities that support increasing use and more viable activities as priority (ie, Halls/indoor facilities, Camping)
- Use of environmental technologies (ie Solar Hot Water/Power etc) and Environmentally Sustainable Design
- Increase marketing & promotion of site to encourage greater use. Consideration to brand & image.
- Formalise Camping/Caravanning on-site
- Investigate viability of consolidating existing community events onsite (ie Jazz festival, Community Markets)
- Work with user groups to avoid duplication of effort/expenditure of resources (ie joint purchasing initiatives, insurance equipment hirer etc)
- Investigate land sale or site/facility lease opportunities (ie Freehold title blocks, lease of underutilised
- Increased focus on investment attraction (grants, sponsorship, naming rights etc)
- Need to formalise/make certain access arrangements to adjacent block of land (ie Lavis land) for and on behalf of users with long-term view to acquire land as becomes available

Potential new development on-site subject to further site planning & viability analysis:

- Community Gardens
- Arts Industry Hub
- Multi-purpose community hall/meeting/conference facilities
- Indoor Equestrian Arena
- Outdoor Performing Arts area
- Commercial accommodation
- Links to green corridor, Bellingen Botanic Gardens projects
- Possible Interpretive Centre to service link to Bat Colony site

Facility Upgrade Needs

- Toilets/amenities
- Underground Services and Utilities (ie. Power, Sewage)
- Improve capacity of Showring to accommodate use year round at all times (ie Drainage, PA, Lighting)
- Upgrade/or consider development of new multi-purpose Hall/Pavillions with break-out rooms
- Vehicular/pedestrian access and carparking
- More shade structures (permanent and trees)
- Upgrade spectator seating
- Replace/Upgrade Stock Sheds

Potential Future Constraints

- Future increased & more diverse use, needed to improve long-term viability/sustainability of site likely to require secure access to the adjacent block of land. (ie increase size & capacity of site, enable better separation of non-compatible activities)
- Current reserve dedication "Showground"
- Floodway and public recreation zoning (although possible leniency under Public Infrastructure SEPP)
- Access to ongoing operational and capital funds
- Declining Volunteer Base and potential for burn-out
- Capacity and willingness of user organisations to pay
- Lack of long-term security that major users/events will continue to use site
- Heritage values of site
- Site size, access and acceptable use within residential zone

3.2 STAKEHOLDER INTERVIEWS

A range of stakeholder organisations and individuals either in person or via phone interview were in November 2008. The following section provides a brief summation of these Stakeholder interviews/meetings.

Bellingen Arts Council

Currently looking to develop an arts hub, with interest expressed in a CBD locality. Would consider options of a Showground location, if appropriate facilities could be developed on site.

Tourism NSW

Bellingen and the major events held at Bellingen Showgrounds an important part of the regional tourism product offering, economic activity and Tourism NSW would actively support initiatives that enable the continued hosting of the major events held at the site

Lack of accommodation in Bellingen, particularly medium scale accommodation at peak times (ie for major events)

Anecdotal evidence suggests camping & caravanning, particularly as part of closed group tourism markets (ie bike/car clubs etc) growing, which may offer an opportunity to the Showground.

Other opportunities include creative industry/arts hub concept, trade exhibitions/shows, re-enactment theatre, night markets.

Limited funds available from the department for Destination Development initiatives

Tourism Bellinger

Bellingen Showground a key community & economic asset to the town. Tourism Bellinger would support initiatives to improve the site/facilities to support existing activities and enhance events capacity.

Department of Lands

Trust Board one of the better performing boards in the state and individual members recently recognised for their efforts. Similarly, financial position is stronger than many in the region.

Key Issues to be addressed, include:

- Declining Volunteerism & Sustainability
- Risk Management,
- Policies & Procedures
- Identification of need & clarification of use arrangements for adjacent Lavis Land
- Clear identification of Governance responsibilities (ie. clarification of roles, accountability & transparency)
- Facility Maintenance & Upgrade
- Identification of need & clarification of caravan park activity
- Alignment of scope of declared purpose with management objectives & activities taking place
- Identification of reserve importance to local community and values

New Regional Reserve System established which sees management & funding controlled at a regional level. New system could see the showgrounds benefit from funding pool generated from more commercially orientated coastal parks.

Bellingen Shire Council

The following key elements were deduced from the interview with Council Management & Planning staff:

The Showground is a vitally important community and economic asset. Major events contribute significantly to the economic activity of the town. Although accommodation availability is limiting growth.

Council has recently closed the caravan park due to site & OH&S issues, but has identified the need to undertake a feasibility study for a new caravan/camping facility.

There is limited facilities in the Shire with the capacity to host community activities & events.

Council would like to see the facility maintained & developed to ensure continued community use and ongoing viability of major events.

There are potential opportunities to further enhance the multi-use nature of the site and management efficiencies, through joint administrative & operational arrangements & facility improvements.

Current facility needs in the Shire include a Youth Centre, Arts/Creative Industries Hub. Council is also seeking to develop "green" or "recreational" corridors.

Council support the Showgrounds through waiver of rates, once off grants and officer time and support. Largely, this is relationship based, there is no formal arrangements in place.

Significant Future Planning & Development Constraints including:

- Floodway zoning
- Site Size & capacity
- Neighbourhood Issues if further usage – particularly major events
- Legalities of Caravan Park operations
- Access arrangements to adjacent horse paddock

If the Trust was to be developed for enhanced public/community access, Council could potentially contribute \$94 funds to the sites development.

Adjacent Landowner

The following key elements were deduced from the interview with Mr Lavis:

Priority is to sell entire property, however have considered and offered part land sale to the Trust (ie the "Horse Paddock") previously, subject to Council approvals and appropriate sale price.

Would consider entering a more formal usage arrangement with the Trust over the "Horse Paddock", however, this would be subject to the condition that it would not negatively impact Sale of the property.

Neighbouring Residents

A submission was received from Mrs Caroline Joseph, as an immediate neighbour of the Showgrounds. The following key elements were raised in the submission:

Acknowledges the Showground as a Wonderful Neighbourhood & Community Asset.

However, requests better manage the neighbourhood impacts of large scale events, such as Global Carnival etc and community functions at the showground.

The principle issue of concern to neighbours is drunken violence and a lack of policing.

Additional policing at major events (as a condition of permit) and surveillance to monitor activity at weekends, event goer and youth responsible drinking education are suggested as options to deal with the issues.

Other organisations

Organisations unsuccessfully contacted during the course of the study include: Bellingen Chamber of Commerce, Department of Sustainable Regional Development.

3.3 EXHIBITION SUBMISSIONS

A public Exhibition was held in November 2009. Only one submission was received, which was generally supportive of the need for camping & caravanning facilities at the Showground.



Appendix One

Competitor Review



Competitors – Bellingen Showground

Dorrigo Showground

- Host various events throughout the year including the Dorrigo Show, Dorrigo Folk and Bluegrass Festival, Community markets held 1st Saturday every month. The main pavilion is used by a variety of community groups such as Dorrigo Visual Arts Group
- Grounds are made up of main ring, stables, grandstand, bar facility, wood chopping arena, poultry club facilities, main pavilion and lunch room and three amenity blocks.
- Dorrigo Showground is not in close proximity to the main residential area of Dorrigo being on the West side of town. It is however walking distance to the main street and facilities. Owned by the lands department.
- Inspection on the 28th October revealed that the main ring appears to have little use and that the involvement of pony club and adult riders as users of the facility is not known.
- Dorrigo Showground Trust
Dorrigo, NSW 2453
(02) 6657 2839

Gleniffer Hall

- Hosts events such as Annual Family Fun Day of Music, Jazz on the veranda, Australia Day Family Fun Day. Is also hired out as a facility to the community and is popular with weddings and family reunions.
- Facilities consist of Main Hall Building surrounded by Bellingen Shire Council Land.
- Is a drive out of the main township of Bellingen. Is not in any proximity to residential property.
- Owned by Gleniffer Hall Trustees
Gleniffer
Bellingen, NSW 2454
(02) 6655 0144

Rd

Bellingen Memorial Hall

- Plays host to numerous events including the Bellingen Jazz Festival, Camp Creative, as a cinema, hired as a venue to various performance groups and artists,
- Under control of a management committee of the Bellingen Shire Council.

- The hall is licensed for 600, has fixed seating for 160 and approximately 100 moveable seats, more can be obtained if required. The hall is air conditioned, a small fee is charged for its use. Below the stage there is a supper room and kitchen, with basic cooking facilities, that is available for hire.
- Max Francis
02 6655 1845 (ph)
02 6655 2898 (fax)
maxida@bigpond.com

Bellingen Park

- Is used by school groups for sporting activities, Bellingen Football Club, hosts the monthly Bellingen Community Markets, Bellingen Spring Plant Fair, and Bellingen Autumn Plant Fair.
- Facilities consist of Grandstand, amenities, tennis courts, tuckshop, main oval
- Is in close proximity to residential properties, walking distance to main Street of Bellingen. Council owned land.
- Bellingen Park Management Committee (Council Committee)
Postal: PO Box 280, Bellingen NSW 2454
Phone: (02) 6655 1658 Steven Glyde

Morgo Street Reserve

- Host events such as Toast Urunga (<http://www.urunga.com.au/toast/index.html>), Urunga Foreshores Carols by Candle Light, Music at the Mouth.
- Facilities include; Picnic facilities, BBQ, toilets, open air stage, playground
- Owned by the department of lands
- Link to the 2007 Management and Improvement Strategy of Morgo Street Reserve: http://www.lands.nsw.gov.au/about_us/news/news_archive/?a=67329
- The community group in charge of the reserve were replaced by an administrator by the Minister in May 2004.

Mylestom Hall

- Owned by Bellingen Shire Council on crown land
- Used by various community groups such as playgroup, CWA, houses facility for local doctor. Hired by members of the local community for various events.
- Managed by a committee of council

Mylestom Oval

- Crown land
- Used by Repton Public School for occasional sporting activities
- Facilities include, toilets, BBQ & picnic tables

Various Caravan Parks within the shire, North Beach Caravan Park, Bellinger River Caravan Park, Urunga Heads Caravan Park, Urunga Waters Caravan Park, Dorrigo Mountain Resort and Caravan Park

South St and Hungry Head Road recreation fields

- Historically used for rodeos', and show type activities. Currently consists of an oval and is used by Urunga Primary School and various sporting groups.
- Crown land

Outside Bellingen Shire

- Coffs Harbour Showground – owned by Lands Department
- <http://www.coffsshowground.com.au/>
- BCU International Stadium
- <http://www.coffsharbour.nsw.gov.au/www/html/916-bcu-international-stadium.asp>



Appendix Two

Stakeholder Workshop Attendance



Bellingen Showground Workshops November 2008

Monday 3rd Agricultural	Tuesday 4th Events	Tuesday 4th Education/Youth	Wednesday 5th Equestrian	Thursday 6th Community
Enrico Malcisi	Martin Hogan	Steve Kilpin	John Costello	Andrew Wright
Sue Kelley	Rowan - Jazz Festival	Deb Hatley	Kari Iagulden	Yvonne Tyson
Chris Schofield	Gillian Helfgott	Jenny Farrahds	Jenni Shepherd	Kerry Child
Marie Warwick	Briony - Global	Chris Glass	Deb Hatley	Marie Warwick
Peter Paff		Anna Joy	Sahdra Radke	Jenny Mcleman
Hilton		Kerry Childs	Patty Hoschke	Yvonne Tyson
Tim & Elaine Leeder		Guy Vernon	Elaine Leeder	Rhonda Warwick
Patty Hoschke		Jill Robinson	Brenda Mitchell	John & Hilliary Lavis
		Haridian Varies	Liz Brook	Steve Rae
			Sandy	
			Sharon Foster	