



# **Beresfield Golf Course**

## **Plan of Management**

### **September 2007**

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An amended Plan of Management has been prepared in accordance with the requirements of the Local Government Act, 1993. The Plan has been prepared to reflect the needs of:

- Council as managers of the land;
- the social and club golf players;
- local residents as users and neighbours of the land;
- adjacent traders;
- visitors and tourists; and
- the community of Newcastle as custodians of the community assets.

## **1. BACKGROUND**

This Plan of Management is an important document providing clear guidelines for the future management of land in the care and control of Council. The rationale for this plan lies jointly in the statutory requirements of the Local Government Act, 1993 and the Newcastle City Council's desire to produce a consistent and effective set of guidelines governing the management of community land.

## **2. NEED FOR THIS AMENDMENT**

The Local Government Act 1993 requires all Council owned land classified as community land to be managed and used in accordance with a Plan of Management (PoM). Community land is defined by the Act as land that should be kept for the use of the general community, must not be sold or leased for more than 21 years and may only be leased or licensed for more than 5 years following a public notification process.

The previous Plan of Management for Beresfield Golf Course was adopted by Council in November 2002. This amended Plan of Management reflects initiatives implemented since that original plan and updates information in line with current policies, plans and studies prepared by Council. This is consistent with a requirement of the previous PoM that it be fully reviewed after five years.

This amended PoM was publicly exhibited from 22 September to 5 November 2007.

## **3. BENEFITS OF THIS PLAN OF MANAGEMENT**

The benefits of this Plan of Management are that it:

- identifies the key issues and values of the Beresfield Golf Course;
- enables a planned approach to resource allocation and management of the Beresfield Golf Course when used in conjunction with the Beresfield Golf Course Business Plan;
- identifies key actions and assigns responsibilities to specific areas of Council;
- helps to inform the preparation of future detailed golf course and landscape design; and
- provides the basis for assigning priorities in the programming of works and budgeting.

## **4. LOCATION CONTEXT**

The Beresfield Golf Course is located 17 kilometres north west of the Newcastle CBD, adjacent to the north west boundary of the Newcastle City Council local government area. The course lies between the New England Highway and Anderson Drive at Beresfield. The existing developed golf course occupies the eastern portion of the site covering an area of approximately 24ha. This land is classified as community land.

The 10ha of undeveloped land to the west is classified as operational land and is included in the Plan of Management as the management of this land is integrated with and integral to the community land.

The site is situated at the western end of the suburb of Beresfield on low-lying land. The major stormwater catchment area of approximately 1100ha runs diagonally through the operational land and then flows north under Anderson Drive to SEPP 14 wetland. This catchment comprises industrial, residential and rural land uses. This watercourse through the site is Viney Creek. A tributary runs south to north through the community land and joins Viney Creek at the downstream, northern end of the site. This tributary has a much smaller, 30ha catchment, that is almost entirely urbanised.

## 5. OWNERSHIP

The land covered by this Plan indicated in Figure 1. Beresfield Golf Course is owned in fee simple by Newcastle City Council. (Refer **Appendix 1** - Schedule of Land).



Figure 1 - Land covered by the Beresfield Golf Course Plan of Management

## 6. PLANNING CONTEXT

### 6.1. ZONING & PLANNING CONTROLS

Beresfield Golf Course is zoned 6(a) Open Space and Recreation Zone in accordance with the Newcastle Local Environmental Plan (LEP) 2003. Zone objectives described in the LEP are:

- (a) To accommodate leisure, recreation and sports facilities in parks, gardens, plazas and other open spaces, for the general use of the community, where consistent with an adopted plan of management under the Local Government Act 1993 or the Crown Lands Act 1989.
- (b) To provide for the conservation of urban bushland where associated with parks and other open spaces.
- (c) To accommodate other facilities for the benefit of the community that are compatible and consistent with the heritage and character of the open space and with the character and amenity of the neighbourhood.

## 6.2. ADJOINING LAND USE

Adjoining land zonings to Beresfield Golf Course are indicated in Figure 2. Land to the east and south is zoned 4(a) Urban Services Zone, land to the east is 2(a) Residential Zone and land to the north is predominantly 7(a) Conservation Zone.



Figure 2 - Zonings of land adjacent to Beresfield Golf Course

## 7. CATEGORY OF LAND UNDER THIS PLAN OF MANAGEMENT

It is a requirement of the Local Government Act 1993 to categorise the subject land in accordance with section 36(4). The whole of the land is categorised as *sportsground*. In addition wetland areas of community land are categorised as *natural area*. In accordance with section 36(5) land categorised as *natural area* is further categorised as *wetland*.

For the purposes of this PoM wetland areas has the same meaning as it has in the Newcastle Local Environmental Plan 2003 and means any shallow body of water (such as a marsh, billabong, swamp or sedgeland) that is:

- (a) inundated cyclically, intermittently or permanently with water, and
- (b) vegetated with wetland plant communities.

## **8. CORE OBJECTIVES FOR MANAGEMENT OF COMMUNITY LAND**

The Local Government Act establishes core objectives for all categories of community land. Council must manage the community land in accordance with the core objectives of the relevant category of land. Any Council objectives must comply with the core objectives established in the Act.

### **8.1. CORE OBJECTIVES FOR SPORTSGROUND (section 36F)**

The core objectives for management of community land categorised as a sportsground are:

- (a) to encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games, and
- (b) to ensure that such activities are managed having regard to any adverse impact on nearby residences.

### **8.2. CORE OBJECTIVES FOR NATURAL AREA (section 36E)**

The core objectives for management of community land categorised as a natural area are:

- (a) to conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and
- (b) to maintain the land, or that feature or habitat, in its natural state and setting, and
- (c) to provide for the restoration and regeneration of the land, and
- (d) to provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and
- (e) to assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the Threatened Species Conservation Act 1995 or the Fisheries Management Act 1994.

### **8.3. CORE OBJECTIVES FOR WETLAND (section 36K)**

The core objectives for management of community land categorised as wetland are:

- (a) to protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands, and
- (b) to restore and regenerate degraded wetlands, and
- (c) to facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of wetlands.

## **9. BASIS FOR MANAGEMENT**

This section refers to the long term policies of the Council in relation to the Beresfield Golf Course and has a currency of five to ten years.

### **9.1. GENERIC VALUES FOR ALL SPORTSLANDS**

The following generic values for Sportslands were identified in the Sportslands PoM 2000 and apply to all of Council's sporting facilities:

- (a) Accessibility for informal recreation, and exercise;
- (b) Special events and venues; and
- (c) Cultural significance and tourism potential.

### **9.2. GENERIC GOALS FOR SPORTSLANDS**

Council's Mission Statement for Recreation underpins the specific goals for Sportslands.

*"To provide future direction and management for a comprehensive range of recreation programs, facilities and services that meet community needs in an equitable and consistent way." (Sportslands PoM 2000)*

#### **General**

- To promote the benefits of an active lifestyle through sport.
- To increase sports participation (players, members and spectators), especially at a casual and social level.
- To maximise the opportunities for all residents to play and view sports of their choice, regardless of age, gender, culture or ability.
- To create partnerships with users and stakeholders in sports development for the provision and management of sporting facilities.
- To recoup from users a proportion of the cost to Council of managing each sports facility.
- To be effective and efficient.
- To be customer focused in our service delivery.
- To encourage sports tourism and the social and economic benefits that flow on from that to local residents.

### **9.3. POLICY FRAMEWORK**

#### **Council's Management Plan 2007/2008 - 2009/2010 - Leadership Priorities**

The key Leadership Priorities that give direction to this PoM are:

- ESD Leadership Priorities - Rehabilitate and improve the coast, bushland reserves, estuaries, wetlands, creeks and stormwater quality; and
- Healthy Lifestyle Priorities - Enlarge and improve Beresfield Golf Course.

#### **Relevant Strategy & Policy Documents**

Various existing Council strategies and policies provide the framework for planning and management of Council's recreation facilities, parks and open space. These include:

- Access Policy (2003)
- Beresfield Golf Course Business Plan (2003 - 2008);
- Community Development Policy (1994 - under review);
- Community Plan (2005);
- Community Safety Policy (2000);



- Consultation Policy and Guidelines (2000);
- Newcastle Recreation Plan (2006 - 2016);
- Sports Policy (1998); and
- The Sportsland Plan of Management (NCC 2000).

The existing strategies and policies relevant to biodiversity and ecological values of wetlands provide the framework for planning and management of Council's wetlands. These include:

- Biodiversity Policy Statement 2005;
- Greenhouse Action in Newcastle Plan (2001-2008);
- Newcastle Environment Management Plan (2003); and
- Urban Water Cycle Policy 2003.

#### **9.4. VALUES OF BERESFIELD GOLF COURSE**

The particular values that are attributable to the Beresfield Golf Course have been identified through stakeholder workshops and users survey are:

- Large area of open space;
- Informal recreation potential;
- Wetland character and connection to SEPP 14 Wetland;
- Habitat potential;
- Public facility;
- Accessibility - easy to get around;
- Green edge/buffer to local suburbs from highway;
- Potential income generation;
- Good value for money;
- Good for young and old users; and
- Existing functioning course.

#### **9.5. ROLE OF BERESFIELD GOLF COURSE**

Based on Council's policy framework, the roles described below define the approach to the design, strategies and actions included in this PoM and provide a clear direction for the future of the Beresfield Golf Course.

- (a) A key role of the Beresfield Golf Course is its ability to provide affordable and accessible golf to a niche market that would otherwise be unable to play golf. This niche market includes the beginner, the junior/student player, the player with mobility disabilities and the player who does not want to join a club or does not have the disposable income to pay annual membership fees. (Ref BGC Business Plan 2003 - 2008)
- (b) As 75% of its players come from outside the Beresfield area it appears to have a district, if not regional recreation role as well.
- (c) The Beresfield Golf Course contributes visually as the gateway to the suburbs of Tarro and Beresfield and acts as a buffer between the New England Highway and the suburb of Beresfield.
- (d) In relation to the City, it has a strategic role as the green edge to the north-western entry of Newcastle. The type of green edge it provides or has the potential to provide is defined by its location in the catchment originally as part of a larger wetland system with a unique habitat and its proximity to SEPP 14 wetlands immediately to the north.

## **9.6. OBJECTIVES FOR BERESFIELD GOLF COURSE**

In order to respond to the above roles and values, the following objectives for Beresfield Golf Course have been developed. These objectives promote an active lifestyle and a healthy future.

### **Objective 1**

Continue to provide a professionally managed public facility that delivers a quality customer service and is affordable and accessible to users who would otherwise be unable to play golf.

### **Objective 2**

Restore and enhance the wetland functions of the land to provide ecological services that will improve site management and increase the recreational and environmental capacity of the facility.

### **Objective 3**

Strengthen the visual amenity of the course using appropriate plantings to provide multiple outcomes for bio-diversity, eco-systems maintenance, scenic improvement and recreational interest.

### **Objective 4**

Ensure that future development and activities:

- respond to stated roles of the course;
- respect the visual and ecological values of the land; and
- maintain flexibility to accommodate future community needs.

### **Objective 5**

Develop and refine maintenance practices to maximise ecologically sustainable outcomes.

### **Objective 6**

Ensure the standard of Beresfield Golf Course is appropriate to its optimum level of use. The Beresfield Golf Course features, facilities and infrastructure to be well designed, robust and cost effective to maintain and therefore more economically sustainable.

### **Objective 7**

Provide a management structure and environment for the Beresfield Golf Course that allows these principles to be followed and that maintains communication links between Council, users, residents groups and other neighbours.

## **10. CURRENT CONDITION & USE OF LAND, BUILDINGS & IMPROVEMENTS**

The following outlines the current condition and use Beresfield Golf Course in accordance with section 36.3A of the Local Government Act 1993.

### **10.1. CONDITION OF LAND**

The soils in the catchment are predominantly podzols derived from Permian shales, siltstones, sandstones, tuff and coal. The soils are prone to water logging, moderate to high erodibility, acidity, aluminium toxicity, and salinity.

Problems evident on site include:

- channel erosion;
- sheet and rill erosion;
- some highly erodible soils;

- salt scalding;
- sedimentation within existing swamps;
- infill of wetlands;
- water quality from runoff from upstream properties;
- lack of suitable riparian zones for water bodies; and
- lack of site vegetation.

The catchment drained by Viney Creek has contributed large amounts of sediment to the stream from development without sufficient sediment and erosion control within the catchment immediately upstream. This sediment has accumulated upstream of the bridge at Anderson Drive and has been colonised by Typha sp.

The tributary that enters the site from the south eastern corner of the property is undergoing both channel erosion and degradation. There is very little riparian vegetation along the channels and pond areas thus reducing the channel, wetland and floodplain stability. As a result potential water quality benefits are also not being realised.

Several locations on the site have been degraded by vehicles, and/or excessive impact by pedestrians that is causing sheet and rill erosion. In addition, there is evidence of salt scalding within the site that is indicative of tree removal and the underlying soil types.

The site is particularly exposed to westerly winds in winter and most of the existing planting provides little relief from the sun in summer. Additional shade around the course, using structures and appropriate tree planting, is essential and has been a common request expressed by the community.

## 10.2. CONDITION OF BUILDINGS & IMPROVEMENTS

Item	Description	Condition
Car Park	Bitumen and gravel, not well defined	fair-poor
Pro Shop & Amenities Building	Masonry single story construction with metal roof (constructed 1996)	good
Club Room	Demountable building, metal cladding, outdoor area, bbqs	fair-poor
Maintenance Shed (Dairy)	Brick single story construction with metal roof with caged, covered area	poor
Maintenance Amenities	Demountable building, metal cladding	good
Maintenance Storage	3 Shipping containers	good
Pump House	Brick single story construction with metal roof (constructed 2007)	good
Irrigation System	Pumps, mains, sprinklers	fair
Dam	Clay lined, earth embankment	fair
Golf Course	Turf tees, greens, fairways	good
Bridges	3 Timber bridges over eastern creek line	fair
Large Shade Shelter	Concrete slab, steel construction, metal roof (constructed 2007)	good
Small Shade Shelter	Concrete slab, timber construction, metal roof	good
Various Furniture	Park benches, litter bins, signage	fair
Drainage structures	Concrete pipes and headwalls, vegetated inlets/outlets	Various, range from good to poor

**Key** good: new, or maintained well, sound and in good repair  
 fair: maintained but in need of minor repair  
 poor: in need of repair

### 10.3. USE OF LAND

Primary use of land is for golf play and golf related activities including maintenance. Open space is also used for exercise, passive and informal recreation, special events including community days and school events. Other uses include landscaping activities (new plantings, regeneration/conservation of existing), environmental and education activities.

### 10.4. USE OF BUILDINGS & IMPROVEMENTS

Item	Description
Car Park	Public amenity associated with use of golf course, golf course facilities and open space
Pro Shop & Amenities Building	Commercial premises and recreation area associated with operation of golf course and public convenience for users of golf course, golf course facilities and open space
Club Room	Community facility used by Golf Clubs and community for events, functions and the like
Maintenance Shed (Dairy)	Maintenance facility associated with maintenance of Beresfield Golf Course and other Council land, lunch room, office, storage
Maintenance Amenities	Amenities for Council staff based at golf course
Maintenance Storage	Storage facility for plant, equipment and materials associated with maintenance of Beresfield Golf Course and other Council land
Pump House	Irrigation pumps for golf course and storage of minor plant items and materials
Irrigation System	Irrigation
Dam	Irrigation
Golf Course	Recreation area
Bridges	Pedestrian access over creek
Large Shade Shelter	Public amenity
Small Shade Shelter	Public amenity
Various Furniture	Public amenity
Drainage structures	Stormwater drainage

## 11. FUTURE USE & DEVELOPMENT OF LAND

The following outlines the permissible uses of land and buildings, purposes for which further development will be permitted and the scale and intensity of any such permitted use or development in accordance with the requirements of section 36.3A of the Local Government Act 1993.

The PoM does not impose any specific restrictions on use or development additional to those prescribed by the Local Government Act 1993, the Local Government (General) Regulation 2005 and the Newcastle LEP, subject to the use, development, scale and intensity not being inconsistent with the PoM.

It is permissible to use and develop the land categorised as *wetland* as recreation area subject to there being no net negative impact on achievement of the core objectives for *wetlands* and *natural areas* as a result of the use and development. As such wetlands may be modified and/or relocated and/or reconstructed as a result of use and development.

It is permissible to use the whole of the land for golf and/or other recreation purposes.

All authorised uses and development in this PoM need to be permissible under the Newcastle LEP and assessed if required by the LEP through a Development Application process.

## 12. APPROPRIATE PURPOSES FOR GRANTING OF LEASES AND LICENCES

All leases and licences must not be inconsistent with the core objectives for management of community land categorised as a Sportsground or the core objectives for management of community land categorised as Wetlands. Activities conducted under lease or licence must be compatible with the zoning of the land.

### 12.1 LEASES

This PoM expressly authorises two leases, described below, of all the land described in Appendix 1 - Schedule of Land. The maximum period for leases shall be 21 years for:

- **Lease A:** the core purpose for the conduct of one or more golf clubs, the conduct of a pro-shop, and associated social and community activities and events.
- **Lease B:** the core purpose for management and maintenance of the course and grounds.

### 12.2 LICENCES

Licences may be issued for most special, organised events and also informal events that take place within the land that enhance the community development of Newcastle.

Council may grant a licence in respect of community land on a short term casual basis for purposes prescribed in Section 46(1) (b) (iii) of the Local Government Act, 1993.

## 13. KEY ISSUES

There are a large number of issues that need to be addressed so that the course and facilities can function effectively and give the best value to the community. As the issues are complex and interrelated, an identification matrix has been developed to assign issues to appropriate strategies.

In the table below ✓ indicates which issues will be addressed by which strategy. Where there are overlapping strategies an issue has been assigned to the strategy of best fit. Related strategies are indicated by \*.

ISSUE	STRATEGY			
	Management / Maintenance	Business Management	Environment Management	Infrastructure
1 Number of holes insufficient		✓		*
2 No water quality management	*	*	✓	*
3 Water quantity/storage for irrigation insufficient		*	*	✓
4 Erosion-sheet erosion and edges	✓		*	
5 Soil Salinity	*		✓	

ISSUE	STRATEGY			
	Management / Maintenance	Business Management	Environment Management	Infrastructure
6	Reduced patronage		✓	
7	Ageing infrastructure-public and staff facilities	*	*	✓
8	Golf administration and occupancy arrangements		✓	
9	Increasing maintenance costs	*	*	✓
10	Pollution and sediment discharge to adjoining sites (SEPP 14)	*		✓
11	Pollution and sedimentation discharge from adjoining sites	*		✓
12	Poor vegetation growth	✓		*
13	Unmanaged filling	✓		
14	Flooding of adjoining properties	*		✓
15	Developing Relationships with neighbours/partners		✓	
16	Unmanaged access across community land	✓		
17	Lack of Facilities for after-game activities e.g. BBQ's, seating, playground		✓	*
18	Poor visual amenity	*		✓
19	Lack of wind and climate control	*		✓
20	Need for consistent Marketing and promotion		✓	
21	Increasing risk exposure	✓		*

#### 14. STRATEGIES AND ACTION PLAN

In accordance with section 36.3 of the Local Government Act 1993 an action plan has been developed that details the strategies and actions that will be implemented in order to meet the objectives of the PoM. The plan also indicates how performance will be measured. The action plan is consistent with the anticipated availability of resources and projected recreation trends.

In addition the PoM will be reviewed annually during the budget process to assess implementation and performance, and fully reviewed after five years to allow policy and planning issues to be updated.

Responsibility for overall implementation of the plan rests with the Facilities Manager working with the Parks and Recreation Manager. Codes used in the implementation plan are as follows:

Responsibility	
SGrp	Beresfield Golf Course Steering Group
SP&D	Strategic Planning and Development
CD	Community Development
CS	City Services

The Beresfield Golf Course Steering Group has been formed to initiate and oversee actions which require collaboration across a number of areas. The Facilities Manager (Asset Operator) will lead this Group and the Parks and Recreation Manager (primary Service Provider) will be a permanent member. The membership will be expanded from time to time as necessary to implement relevant actions. Membership may include other staff of these managers, other stakeholders including the Asset Manager (Program Coordinator), course commercial operators, club representatives and other NCC service providers.

Program	
MAPP	Major Asset Preservation Program
MPP	Major Projects Program
Mtc	Routine Maintenance Program
Oper	Operational Budget

Cost Estimate	
Code	Meaning
NA	Not Applicable - Generally within existing resources
\$TBA	Cost to be Determined - investigation required to determine scope of works and budget estimate

#### 14.1 SITE MANAGEMENT AND MAINTENANCE STRATEGY

This strategy will be achieved by reviewing and rationalising existing systems and methods and undertaking site maintenance that focuses on techniques for eco-system management and monitoring and integrating that with green and fairway maintenance regimes.

Strategy and actions achieve Objectives 3, 4 and 5

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
Erosion-sheet erosion and edges to channels water bodies	1. Continue to retain an unmown buffer minimum of 1.0m wide, no herbicide spray in this zone	CS	Mtc NA	H	<ul style="list-style-type: none"> <li>• Ground surfaces and channel edges stable.</li> <li>• Siltation evidence minimised.</li> </ul>
	2. Riparian zone planting – when funding becomes available undertake riparian planting	SGrp	MPP \$TBA	M	



#### 14.1 SITE MANAGEMENT AND MAINTENANCE STRATEGY (CONTINUED)

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
Poor vegetation growth	<ul style="list-style-type: none"> <li>Ensure species planted appropriate to wetland ecosystems, ensure stock quality and ground preparation adequate.</li> </ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"> <li>Failure rate minimised and healthy growth evident within 2-3 years.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide unmown buffers to individual trees and groups of trees. Add mulch to areas where not subject to flooding.</li> </ul>	CS	Mtc NA	H	
	<ul style="list-style-type: none"> <li>Undertake new planting in stages according to Action Plan and using Sustainable Parks Maintenance Techniques.</li> </ul>	SGrp	MPP \$TBA	M	
Increasing risk exposure e.g. Private vehicle access, exposed culverts, flooding	<ul style="list-style-type: none"> <li>Undertake risk assessment and evaluation.</li> </ul>	SGrp	NA	H/M	<ul style="list-style-type: none"> <li>Risk Management Plan in place and incorporated in work practices.</li> </ul>
Unmanaged access across community land	<ul style="list-style-type: none"> <li>Install appropriate fencing</li> </ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"> <li>Fencing installed</li> </ul>
	<ul style="list-style-type: none"> <li>Consult with adjoining neighbours.</li> </ul>	CD	NA	H	<ul style="list-style-type: none"> <li>Arrangements for specific access documented &amp; agreed.</li> </ul>

## 14.2 BUSINESS MANAGEMENT STRATEGY

This strategy will be achieved by implementing the Course Business Plan using the policy framework and objectives of the PoM.

Strategy and actions achieve Objectives 1 and 7

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
Number of holes insufficient	<ul style="list-style-type: none"> <li>Review options and assess feasibility of expansion.</li> </ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"> <li>Optimum development identified.</li> </ul>
Reduced patronage	<ul style="list-style-type: none"> <li>Continue to maintain data to monitor trends and analyse impacts of weather and course condition.</li> </ul>	CD	NA	Ongoing	<ul style="list-style-type: none"> <li>Trend monitoring over time indicates increasing patronage.</li> </ul>
	<ul style="list-style-type: none"> <li>Respond to issues in customer survey and undertake minor course improvements.</li> </ul>	SGrp	MPP & MAPP \$TBA	Ongoing	
	<ul style="list-style-type: none"> <li>Undertake target marketing and promotion when plans in place.</li> </ul>	CD	Oper \$TBA	M/L	
Golf administration occupancy arrangements	<ul style="list-style-type: none"> <li>Renew management and operational arrangements as they fall due.</li> </ul>	CD	NA	H/M	<ul style="list-style-type: none"> <li>Mutually acceptable arrangement for Council and patrons of course in place in time to provide continuity of management &amp; operations.</li> </ul>
Lack of on-site facilities for informal recreation & after game activities.	<ul style="list-style-type: none"> <li>Install facilities as funding becomes available.</li> </ul>	SGrp	MPP \$TBA	M/L	<ul style="list-style-type: none"> <li>Facilities attract increased visitation and length of stay</li> <li>Informal recreation role enhanced.</li> </ul>

## 14.2 BUSINESS MANAGEMENT STRATEGY (CONTINUED)

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
Lack of consistent marketing and promotion.	<ul style="list-style-type: none"> <li>Develop Promotions Plan and review annually.</li> </ul>	CD	Oper \$TBA	M/L	<ul style="list-style-type: none"> <li>Awareness of the course improved.</li> <li>Promotions Plan reviewed &amp; updated annually.</li> </ul>
Relationships with neighbours/partners.	<ul style="list-style-type: none"> <li>Develop and adopt consultation protocols.</li> </ul>	SGrp	NA	M	<ul style="list-style-type: none"> <li>Consultation protocols developed &amp; implemented. Partners and neighbours consulted and communication remains open.</li> </ul>
Income generation and sponsorship.	<ul style="list-style-type: none"> <li>Apply for relevant grant assistance to subsidise Council funding.</li> <li>Document Sponsorship Plan and review effectiveness annually.</li> <li>Encourage community participation activities in golf course development.</li> <li>Target user group diversification.</li> </ul>	<p>CD</p> <p>CD</p> <p>CD</p> <p>CD</p>	<p>Oper NA</p> <p>Oper NA</p> <p>Oper \$TBA</p> <p>Oper \$TBA</p>	M/L	<ul style="list-style-type: none"> <li>Lodge applications for \$100,000 funding assistance annually.</li> <li>Sponsorship Plan effectiveness reviewed annually.</li> <li>Community participation in golf course development.</li> <li>Increase patronage/rounds of golf played.</li> </ul>

### 14.3 ENVIRONMENTAL MANAGEMENT STRATEGY

This strategy will be achieved by working with constraints and opportunities presented by the site. Improving the eco-system functions to deliver water management, sediment filtering, on-site water storage, increased planting and biodiversity outcomes.

Strategy and actions achieve Objectives 2, 3, 4 and 5

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
No water quality management	<ul style="list-style-type: none"> <li>Reinstate and/or construct wetland and install riparian systems and sediment traps.</li> </ul>	SGrp	MPP & MAPP \$TBA	H	<ul style="list-style-type: none"> <li>Sediment actively managed.</li> <li>Improved quality and quantity of riparian plantings.</li> </ul>
Soil salinity	<ul style="list-style-type: none"> <li>Increase tree planting</li> </ul>	SGrp	MPP \$TBA	H/M	<ul style="list-style-type: none"> <li>Reduced evidence of soil salinity</li> </ul>
Increasing maintenance costs	<ul style="list-style-type: none"> <li>Continue sustainable maintenance practices</li> </ul>	CS	Mtc \$TBA	H/M	<ul style="list-style-type: none"> <li>Further reduction in the use of herbicides and non-organic fertilisers.</li> <li>Increased planting</li> <li>Measures developed, agreed &amp; reported annually.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase planting &amp; reduce mowing.</li> </ul>	SGrp	MPP \$TBA	H/M	
	<ul style="list-style-type: none"> <li>Develop efficiency &amp; effectiveness measures, keep records of costs and monitor cost effectiveness of activities.</li> </ul>	CS	Oper NA	H/M	
Pollution and sediment discharge to adjoining sites (SEPP 14 Wetland)	<ul style="list-style-type: none"> <li>Establish regular monitoring program</li> </ul>	SGrp	Oper \$TBA	M	<ul style="list-style-type: none"> <li>Regulatory requirements met and above standard.</li> </ul>

### 14.3 ENVIRONMENTAL MANAGEMENT STRATEGY (CONTINUED)

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
Pollution and sediment discharge from adjoining sites	<ul style="list-style-type: none"> <li>Undertake monitoring to establish extent of issue and follow up on results. Include consultation with adjoining neighbours.</li> </ul>	SGrp	Oper \$TBA	M	<ul style="list-style-type: none"> <li>Results forwarded to Council's EPU at least annually.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish regular monitoring.</li> </ul>	SGrp	Oper \$TBA	M	
Flooding of adjoining properties	<ul style="list-style-type: none"> <li>Design of creek/wetlands to comply with NCC DCP 2005.</li> </ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"> <li>Incidence of flooding and water logging reduced.</li> </ul>
	<ul style="list-style-type: none"> <li>Creek/wetlands to be well maintained.</li> </ul>	CS	Mtc \$TBA	H	
Poor visual amenity	<ul style="list-style-type: none"> <li>Prepare a landscape design to provide restored wetland habitat, vegetation structure/views/diversity.</li> </ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"> <li>Design complete.</li> </ul>
Lack of wind and climate control	<ul style="list-style-type: none"> <li>Prepare a landscape design to provide buffer and shade tree planting to course and picnic areas and car parks.</li> </ul>	SGrp	MPP \$TBA	M	<ul style="list-style-type: none"> <li>Design complete.</li> </ul>

#### 14.4 INFRASTRUCTURE STRATEGY

This strategy will be achieved by determining the optimum future development option and integrating the Asset Management Program and Forward Works to ensure co-ordination with Business Plan and overall strategies for the Beresfield Golf Course.

Strategy and actions achieve Objectives 5 and 6

Issue	Action	Responsibility	Program Cost/Income	Priority	Performance Measure
Insufficient water storage for irrigation	<ul style="list-style-type: none"><li>Investigate feasibility and depth requirements for dam increase and additional dams and/or tank storage.</li></ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"><li>Investigation complete.</li><li>Additional storage constructed, subject to outcome of investigation and funding availability.</li></ul>
Ageing infrastructure – public and staff facilities	<ul style="list-style-type: none"><li>Review asset management program determine \$ allocation in co-ordination with the adopted Business Plan.</li></ul>	SGrp	MAPP \$TBA	H	<ul style="list-style-type: none"><li>Review complete</li><li>Asset management program aligned with Business Plan objectives.</li></ul>
Number of holes insufficient	<ul style="list-style-type: none"><li>Refer to Section 14.2 Business Management Strategy for action.</li></ul>	SGrp	MPP \$TBA	H	<ul style="list-style-type: none"><li>Implementation dependent on outcome of work at Strategy 14.2 and funding availability.</li></ul>

## 15. INDICATIVE FIVE-YEAR PROGRAM

Years indicated are financial years to 30 June

MAJOR ACTIONS SUMMARY	2008	2009	2010	2011	2012	Status
Construct half way shelter	■					
Construct maintenance facility	■	■				
Rehabilitate Viney Creek		■	■			
Extend golf course west of Viney Ck			■	■		
Extend golf course east of Viney Ck to existing				■	■	
Extend golf course north of un-named creek				■		
Un-named creek deformatisation south of dam				■		
Existing course & environmental improvements (eastern boundary)				■	■	
Un-named creek deformatisation north of dam				■		
Existing course & environmental improvements (central)				■	■	
Construction of car park and associated landscaping				■	■	
Construction of Club Room				■	■	
Ongoing maintenance, monitoring & landscape improvements	■	■	■	■	■	
<b>Total \$4.5M</b>	<b>\$0.8M</b>	<b>\$1.3M</b>	<b>\$0.8M</b>	<b>\$1.6M</b>		

APPENDIX 1 - SCHEDULE OF LAND

Park Name	Land Classification	Area Ha	Lot and DP No.	Location	Ownership
Beresfield Golf Course	Community	24.0	Lot 1, DP 112196	1/260 Anderson Dr, Beresfield	Newcastle City Council
	Operational	10.1	Lot 14, DP 1078896	2/260 Anderson Dr, Beresfield	Newcastle City Council
	Operational	0.2	Lot 1, DP 157987	3/260 Anderson Dr, Beresfield	Newcastle City Council