

Caulfield Racecourse Reserve Trust



Land Management Plan Information Pack

May 2019



Contents

1. Foreword	
• Message from Chairperson Sam Almaliki	1
2. Vision and Principles	
• How we will be guided in the preparation and evaluation of the Land Management Plan	3
3. Project Methodology and Governance	
• The broad methodology and governance that is required for the delivery of the Land Management Plan	5
4. Project Brief	
• The scope and phases of developing the Land Management Plan	11
5. Sub-Committee Charter	
• The committee responsible for assisting the Trust to discharge its duties	27

Foreword



The Caulfield Racecourse Reserve Trust is pleased to provide you with this overview which outlines how we will fulfil our obligations under the Caulfield Racecourse Reserve Trust Act 2017, and develop a Land Management Plan for the reserve.

We have set out our program for the coming year, with robust processes and timeframes in place, to ensure that our future aspirations for the reserve become a reality - an inclusive space that plays a vital role in the local community.

Developing the plan in close consultation with our stakeholders and the community is a priority for the Trust. A number of engagement activities will provide opportunities that both address current issues and take into account future opportunities for the reserve.

In preparing this information, we have also drawn on previous community consultation and feedback undertaken by the Victoria Planning Authority for the Caulfield Station Precinct.

I look forward to strengthening our links with both stakeholders and the community, with whom we share a common interest to secure the best outcome for the reserve.

Sam Almaliki
Chairperson

Vision and Principles

Vision

The following vision is proposed for the Caulfield Racecourse Reserve and sets out the future aspirations for the precinct over the next ten years:

“The Caulfield Racecourse Reserve is the centre of community life. It is a community and events destination of state significance. It is also one of the premier thoroughbred racing venues in Australia. It is an accessible, vibrant, flexible and inclusive space within the broader Caulfield precinct.

Welcome to the Caulfield Racecourse Reserve - a place for everyone.”

Principles

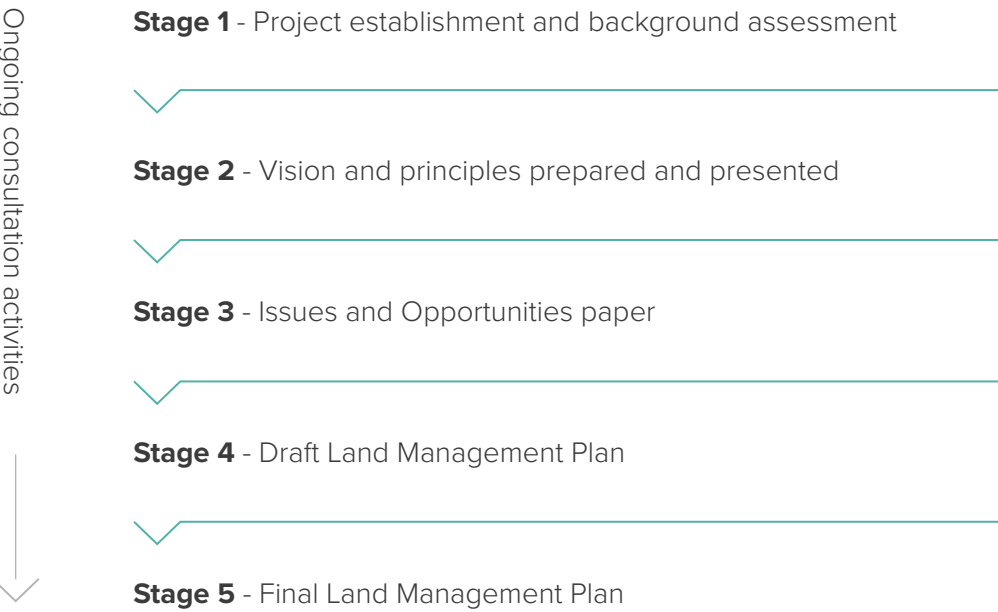
The following principles will guide the preparation and evaluation of the Land Management Plan:

1. The Plan will ensure that the Reserve is an accessible, vibrant, flexible and inclusive place.
2. The Plan will cater for a wide range of user groups and events.
3. The Plan will be based on research and evidence, and the process of preparing the plan will be transparent.
4. The Plan will ensure that the promotion, management, use and development of the Reserve are fully integrated with and contribute towards a joint vision for the wider Caulfield precinct.
5. The Plan will represent best-practice for the planning and management of public land.
6. The Plan will incorporate environmental sustainability initiatives.
7. The Plan will be able to be delivered within a 10-year timeframe.

Project Methodology and Governance

The following provides an outline of the broad methodology and governance required for the delivery of the Caulfield Racecourse Reserve Land Management Plan. Each key stage has been broken up into tasks and outcomes in a project brief.

Project Stages



Key dates

- | | |
|------------------|--|
| 28 February 2019 | • Project governance and brief finalised |
| 31 August 2019 | • Issues and Opportunities paper |
| 3 February 2020 | • Draft Land Management Plan due |
| 30 June 2020 | • Final Land Management Plan due |



Project Governance

Project Governance Framework

1. Caulfield Racecourse Reserve Trust
Role: To determine the initial vision and brief for the Land Management Plan (LMP), provide oversight and approve draft and final plans.

2: LMP Sub-Committee
Role: Oversee the development of the LMP and ensure the plan remains in line with the vision and brief set out by the CRRT.

3. Project Working Group (PWG)
Role: Active role in the work required to put together the LMP. Provide technical advice and input into the project.

4. Project Advisory Groups (PAGs)
Role: Provide input, direction and feedback into the project at key stages.

5. GM - CRRT
Role: Drive the development of the Land Management Plan.

Land Management Plan (LMP) Sub-committee

The role of the LMP Sub-committee is to oversee the development of the LMP and ensure it is in line with the Vision and Brief developed by the CRRT. This will include the provision of high-level direction on key issues and recommendation of draft and final reports for the approval and ratification of the Trust as per the normal process followed by other standing committees of the Trust.

The sub-committee will consist of Peter Watkinson and Sam Almaliki (as Co-Chairs), Danni Hunter and Greg Sword AM. Secretariat support to be provided by the Company Secretary.

Project Working Group (PWG)

The role of the Project Working Group (PWG) is to provide technical expertise on the project, ensure all relevant technical issues are considered, and drive the development of the Land Management Plan.

Its membership will be made up of:

- **General Manager** - Caulfield Racecourse Reserve – TBC (Chair)
- **Lucy Owens** - Communications and Engagement Manager - CRRT
- **External Consultants** - on as needs basis
- **Invited members of DELWP and the VPA**

A member of the LMP Sub-committee will sit in on all PWG meetings as an observer and will communicate back to the LMP Sub-committee. Further, smaller working groups may be established to address specific areas/themes.



Project Brief

Purpose

To prepare a Land Management Plan (LMP) for the Caulfield Racecourse Reserve. The LMP will address the promotion, management, use and development of the Reserve over a ten-year timeframe.

Background

The Caulfield Racecourse Reserve Trust (the Trust) was established by the State Government in August 2018 (inter-alia) to be responsible for the planning, development, management, operation, care, promotion and use of the Reserve for the purposes of racing, recreation and a public park.

The Trust was created under the Caulfield Racecourse Reserve Act 2017 ('the Act'), and it also functions as a Committee of Management under the Crown Land (Reserves) Act 1978. Part of the Trust's obligations include preparing a Land Management Plan for the Reserve, which includes setting strategic objectives, directions and a long-term plan for the future of the Reserve.

The Act sets out the process that must be followed in preparing, consulting on and approving the LMP.

The Reserve also forms part of the wider 'Caulfield Station Precinct' and the Trust will work in close consultation with the Victorian Planning Authority, Glen Eira City Council and Stonnington City Council on the structure plan for this wider precinct.

The LMP will be prepared in parallel with (+ inform) the Caulfield Station Precinct plan.

In addition, the LMP will be prepared in line with the current long-term lease arrangements with the Melbourne Racing Club (MRC). The 65-year lease was approved by the Victorian Government in October 2018.

The MRC has developed a long-term vision for Caulfield Racecourse Reserve that includes significant financial investment; the MRC intend to upgrade facilities and infrastructure. These developments are subject to all the normal planning processes and approvals, but this lease arrangement provides the long-term access security for the MRC to progress their vision.

As part of the lease arrangement, horse training at Caulfield Racecourse Reserve will be relocated over a five-year phase-out period.

This will result in increased community access and use of the reserve, both in terms of the area of land available and the times during the day when it will be accessible for recreation and other activities.

The lease is divided in to two phases. The first phase provides the MRC with a lease to the racecourse, grandstand, gaming facilities, the Guineas car park and all training infrastructure for approximately five years. The second phase of the lease commences after horse training has been relocated from Caulfield Racecourse Reserve, and runs for the rest of the lease.

The MRC has also been issued a licence for an area in the centre of the Reserve to provide access for car parking in support of the events that it runs. This area constitutes less than 11% of overall land available in the centre of the track.

MRC Lease Plan - Stage 1

Current lease arrangement with permitted use for training



MRC Licence Plan - Stage 1

Current licence for car parking for patrons



Confidential - Not for Circulation

MRC Lease Plan - Stage 2

Lease arrangement once training has been relocated



MRC Licence Plan - Stage 2

Future licence for car parking for patrons



Deliverables

The public deliverables for this project include the following:

- The guiding vision and principles document
- An Issues and Opportunities Paper
- A Land Management Plan (draft and final)
- Various technical studies and research reports to inform the LMP

Governance, management and reporting

The broad project methodology and governance framework is set out in the Land Management Plan Project Methodology and Governance.

The Trust has also set vision and principles that will guide the preparation of the LMP. The LMP Sub-committee will oversee the development of the LMP and a Project Working Group will be formed to provide technical advice and input during the course of developing the LMP. Project Advisory Group/s will be formed to provide input and feedback on the drafting of the plan at key stages. The focus and membership of such groups is yet to be determined.

The General Manager of the Caulfield Racecourse Reserve (the GM) will be responsible for the day to day preparation of LMP. The GM will be required to report on the progress of developing the plan to the Trust and LMP Sub-committee on a regular basis.

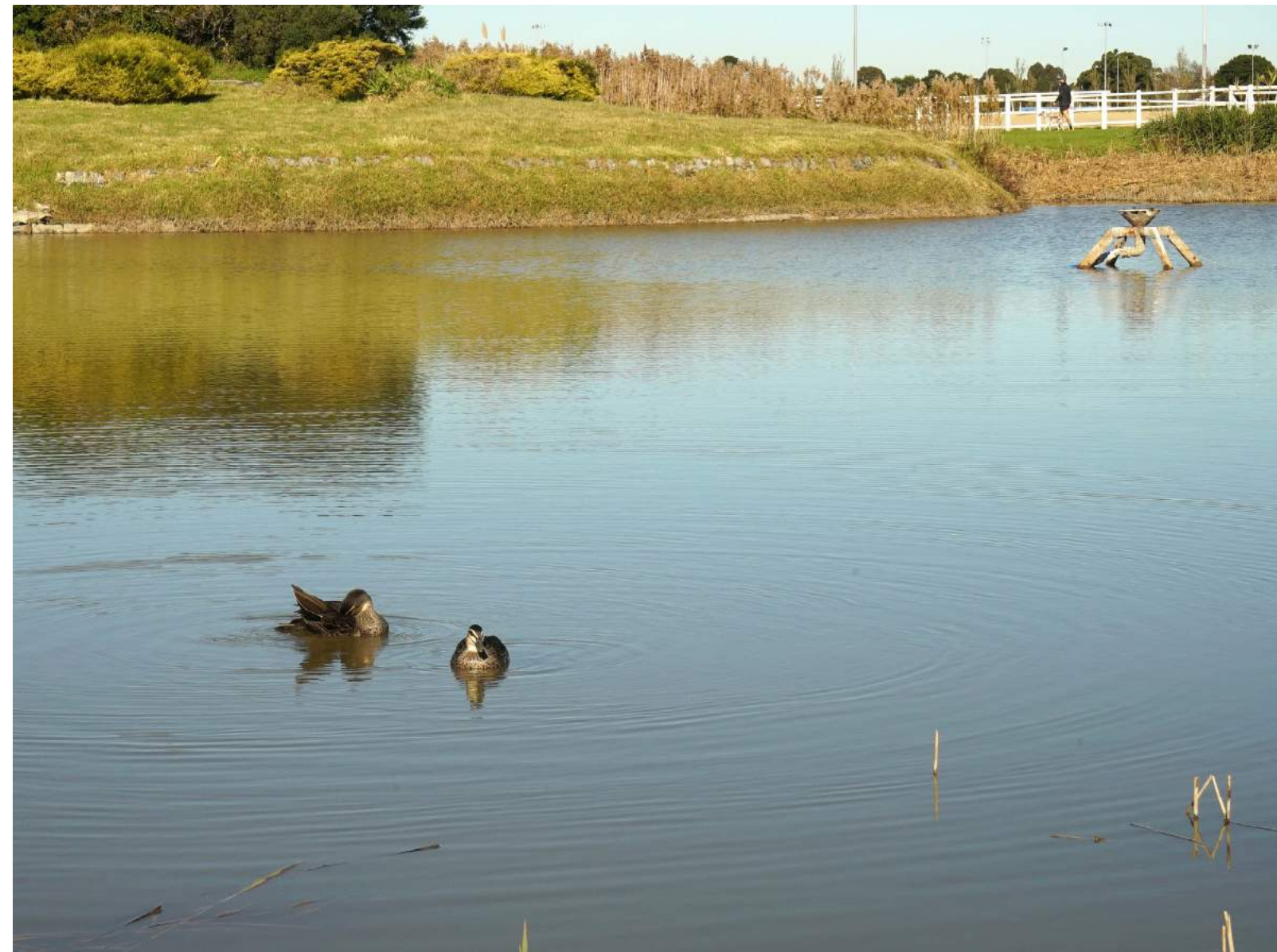
A stakeholder engagement plan will be endorsed by the Trust and its purpose will be to ensure that the MRC, Council's, State Government, Monash University, special interest groups and the wider community are engaged with and have a sense of ownership of the LMP.

Methodology

The LMP must satisfy the requirements of the Act, as well as the vision and principles set out by the Trust. The draft plan will be assessed against these requirements at key stages of its development.

The LMP will be informed by the following:

- An understanding of the existing site conditions and site context
- An assessment of future opportunities
- Consideration of stakeholder input at key stages
- Consideration of project feasibility - costs, timing and funding



The broad method to be used in the preparation of the LMP is as follows:

Phase One - Project Inception

Confirming the vision and principles

- The vision and principles have been set and endorsed by the Trust
- An information pack outlining the vision and principles guiding the development of the LMP will be presented to the community at a information session and published for broader access

Phase Two - Issues and Opportunities

Understanding the existing site conditions and site context

Complete necessary technical assessment in relation to the following matters:

- Structural assessment of buildings
- Assessment of civic infrastructure (power, sewer, water, etc.)
- Review of site hydrology
- Review of ground conditions (geotechnical, contamination)
- Safety audit – pedestrians vehicle, other
- Heritage assessment
- Significant tree assessment
- Ecological assessment
- Urban context assessment (including consideration of the MRC Masterplan, Monash Masterplan, VPA and Caulfield Village Masterplan, State/VPA and Council planning priorities)

Assessment of future opportunities

Complete necessary research in relation to the following matters:

- Social and recreation needs assessment

- Access and movement strategy
- Stormwater and wetlands management opportunities
- Place activation opportunities (events, etc.)
- Urban and landscape design assessment - integration with surrounding community, creation of stronger place and identity
- Assessment of opportunities for better utilisation of reserve assets and resources.

Community workshop – issues and opportunities

Engagement with stakeholders and the community via a workshop to discuss the key issues and opportunities and present the vision and principles.

Prepare an issues and opportunities paper

The paper will include a broad summary of the following, based on the research undertaken:

- The existing site conditions and context
- Potential future opportunities for promotion, management, use and development of the Reserve
- Outline potential options for integration with neighbouring uses and wider community
- Outline potential staging, feasibility and cost/funding considerations (including opportunities to generate revenue from better utilisation of reserve assets and resources)
- Spatially document issues and opportunities

Engagement on issues and opportunities paper

Invite the community to provide feedback on the draft Issues and Opportunities Paper.

Phase Three - Prepare Land Management Plan

Prepare a draft LMP

Following consideration of stakeholder feedback, a draft LMP will be prepared which:

- Documents the existing conditions and the future opportunities
- Includes both a spatial framework and management actions for the promotion, management, use and development of the Reserve over a 10- year timeframe
- Identifies options for the realisation of opportunities to integrate with neighbouring uses and wider community
- Identifies the cost of initiatives contained within the plan
- Identifies preferred funding models for financing the plan's implementation
- Identifies potential staging and timing of initiatives

Engagement on draft LMP

Undertake community engagement activities to allow input and feedback on the draft plan.

Prepare final LMP

Following consideration of stakeholder feedback, a final plan will be prepared for consideration and approval by the Trust.





Timing

The LMP will be developed in three phases, as set out below:

Phase 1 - Project Inception (complete by April 2019)

- Prepare vision and principles

Phase 2 - Issues & Opportunities Paper (complete by August 2019)

- Engagement with community primarily in relation to issues and opportunities and to present the Trust’s vision and principles
- Prepare necessary technical studies and background analysis
- Prepare draft Issues and Opportunity Paper (informing document and summary)
- Signoff on draft paper

Phase 3a - Draft Plan (complete by February 2020)

- Seek input from PAGs and other stakeholders (as appropriate)
- Prepare draft plan
- Signoff on draft plan

Phase 3b - Final Plan (complete by June 2020)

- Undertake consultation (Feb – Mar 2020)
- Consider feedback
- Sign off on final plan (June 2020)
- Publish final plan

Sub-Committee Charter

Contents

1. Introduction and Purpose	30
2. Composition	31
• 2.1 - Membership	
• 2.2 - Expertise	
• 2.3 - Training and education	
• 2.4 - Chair	
• 2.5 - Secretary	
3. Authority	33
• 3.1 - Executive team and external parties	
• 3.2 - Independent advice	
4. Meetings	33
• 4.1 - Frequency	
• 4.2 - Quorum	
• 4.3 - Committee papers	
• 4.4 - Minutes	
5. Other	35



Introduction and Purpose

Caulfield Racecourse Reserve Trust is governed under the Caulfield Racecourse Reserve Act 2017, the Corporations Act 2001 and other applicable Victorian State Legislation as outlined in the Caulfield Racecourse Reserve Trust Governance Framework.

The Land Management Sub-committee is a committee of the Trust with the powers, obligations and responsibilities as set out in this Charter.

- The purpose of this Committee is to oversee the development of the Land Management Plan (LMP) and assist the Trust to discharge its duties in this area.
- The Committee will ensure that the LMP is developed in line with the Vision and Brief as developed and endorsed by the Trust.
- The Committee will provide high level direction on all key issues to the Project Working Groups (PWG).
- A member of the Committee will attend all formal PWG meetings as an observer and will communicate back to the LMP Sub-committee any relevant information.
- The Committee will be responsible for the recommendation of Draft and Final reports for the approval and ratification of the Trust.

The Committee will also assist the Trust with its good governance practices through helping to ensure compliance with relevant laws and regulations.

The Committee shall exercise its powers in accordance with this Charter and any directions by the Trust.

Composition

2.1 Membership

The Committee shall be appointed by the Trust and will comprise up to five independent (non-executive) members, consisting of:

1. Committee Co-Chairs appointed by the Trust
2. Up to three other Trustee's
3. The General Manager (or equivalent) of the CRRT as an ex-officio member

All committee members shall be free of any business or other relationships which could materially interfere with the exercise of independent judgement as a committee member.

Committee members will be appointed by the Trust for an initial term of one year with each member being eligible for reappointment.

The Trust may at any time remove a member of the Committee from office.

The Company Secretary will be required to attend each meeting if requested by the Chair.

2.2 Expertise, skill and qualities

The Committee must comprise members who are cognizant of land management policies, regulation and associated compliance and contemporary governance.

All members should possess objectivity of spirit and judgment, and be willing to ask the right questions, obtain the necessary facts and act accordingly.

2.3 Training and education

The Committee must ensure it retains a current knowledge and understanding of all matters relevant to its function and responsibilities. Committee members may attend courses and seminars relevant to the discharge of their duties on the Committee and subject to prior approval by the Committee Chair and the Chair of the Trust.

2.4 Chair

The Co-Chairs of the Committee:

- Will be appointed by the Trust for a term of two years or as otherwise determined by the Trust
- Will have substantial land management experience or a related area of expertise

2.5 Secretary

The Secretary of the Committee shall be the Company Secretary, or as otherwise determined by the Committee.

Authority

3.1 Executive team and external parties

The Committee may invite the following to attend Committee meetings:

- External Consultants
- Other Trustees, executives or employees of the Trust
- Any other person

3.2 Independent advice

The Committee may obtain independent expert advice to assist in the discharge of its duties and obligations with such costs to be borne by the Trust.

Meetings

4.1 Frequency

The Committee may invite the following to attend Committee meetings:

- The Committee shall meet at least four times a year or as determined by the Chair.
- A Committee member or the Trust may request that a meeting be held as required.
- Any Trustees of the CRRT are entitled to attend any meetings of the LMP Committee.

4.2 Quorum

- A quorum shall comprise at least two members either attending in person or by using any technology acceptable to the Committee.
- If either of the Co-Chairs are not present the attending members shall elect a Chair for that meeting.
- Each Committee member shall have one vote. Decision making will be by consensus – where consensus is not achieved, the decision to be made will be reverted to the Full Trust for consideration and decision.

4.3 Committee papers

- The Company Secretary shall distribute the agenda and relevant papers ahead of any Committee meetings to each member and other persons as approved by the Committee Chair.
- Members and those attending must, prior to any meeting and distribution of papers, notify the Secretary of any real or perceived conflict of interest. Unless otherwise determined by the Committee that person will not receive papers in relation to the matter so notified.

4.4 Minutes

- The Company Secretary shall prepare minutes of meetings which shall be approved by the Chair and circulated to members as soon as practicable.
- The minutes shall be confirmed at the next meeting.
- Minutes shall be made available to the Trust and the Co-Chairs may report to the Trust on matters relevant to the Committee's role and responsibility.

Other

The Committee shall:

- Review this Charter at least every two years making appropriate recommendations to the Trust.
- Evaluate the Committee's performance and effectiveness annually and implement improvements and changes where appropriate.

