



NEW SOUTH WALES CROWN
HOLIDAY PARKS TRUST

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2 September 2016

Mr Samuel Griffith
The Principal Council Officer
Upper House Committees
Legislative Council
Parliament of New South Wales

c/- GPSC6.GPSC6@parliament.nsw.gov.au

Dear Mr Griffith

Re: Crown Land Inquiry – Transcript and Questions on Notice - Response from NSW Crown Holiday Parks Trust

Reference is made to your email dated 12 August, 2016.

Please find attached the following documents:

- 1) The corrected proof from the hearing held 3 August 2016, with amendments marked in red pen
- 2) Questions on Notice response – addressed to The Hon Catherine Cusack
- 3) Additional information for the General Purpose Standing Committee No. 6

On 11 August 2016, as CEO, I presented to the Byron Shire Council's Briefing Session meeting, providing a presentation on the Draft Plans of Management amendments for Ferry Reserve, Massey Greene and Terrace Reserve Holiday Parks.

The additional information presented in item 2 above includes further details on these plans, the presentation provided to the Council Briefing Session and Council's resolution dated 25 August, endorsing the proposed amendments in principle. This update provides positive progress since the hearing.

Thank you for the opportunity to comment and provide additional information. If you require further assistance or information please do not hesitate to contact my office on (02) 49672233 or my email: steve.edmonds@nswchpt.com.au

Yours sincerely

Steve Edmonds
Chief Executive Officer
NSW Crown Holiday Parks Trust

Question on notice

Date: 2 September 2016

Answer to The Hon Catherine Cusack question:

“Is it possible for the committee to get access to that Research because I think it would be really insightful as to usage? They are very popular parks.”

NSW Crown Holiday Parks Trust shares similar guest profiles across all 3 holiday park Regions – North Coast Holiday Parks, South Coast Holiday Parks and Inland Waters Holiday Parks, although the mix differs dramatically across the group. This is most evident when looking at coastal parks versus country parks.

When analysing the psychographic and behavioural segmentation data from Roy Morgan, the majority of guests fall into three distinct groups known as communities. There are seven communities all together in the Roy Morgan Helix Personas database. These communities are called Golden Years, Battlers and Leading Lifestyles.

Battlers dominate the guest profiles in our country parks (Inland Waters) – 30% to 50% of all guests. They are Aussie born, struggling, young families, single Mums and retirees just trying to make ends meet and are welfare dependent in a lot of cases. They are quite traditional in their view on social issues and trends and have a low to midrange adaption to technology. They are also relatively cautious to new things and new ideas although still confident in themselves. Those who do work are: proud, often trades people, labourers, retail or agricultural workers. They are thrifty to get by on their below average incomes.

Those guests who fall into the Golden Years community, are conservative, risk adverse retirees focused on health, security and maintaining an income either from their investments or the pension. But not all Golden Years are retired. Often empty nesters, some are still working as local business owners or employed full or part-time as social professionals. This subgroup plan to retire soon and move to fully owned beach houses.

Although spread across the socioeconomic scale, Golden Years share caution when faced with new things and new ideas and tend to be very traditional in their stance on social issues and trends. Not surprisingly, they are scared of technology and have a very long technology adoption timeframe. Golden Years do enjoy nature too and are often environmentally conscious. Although making up 18% or less of our Inland guests, Golden Years are the biggest community in our Coastal parks representing between 20% and 30% in most parks. In comparison, battlers account for fewer than 20% along the coast.

Guests in the Leading Lifestyles community are high income families. They typically own their own home in the inner suburbs of major cities. They are the second highest community of guests in our coastal parks and the third in our country parks. Leading Lifestyle is made up of a diverse group of people. Some are older married Australians – often grandparents, who are “big fish in small ponds” of rural communities and non-capital urban areas. They believe in mate ship over government and are conservative but not religious. This community adapts to technology early and tends to be more progressive in their views on social issues and trends. New things and ideas are very attractive to them as well. This community makes up over 20% on average in our coastal parks and approximately 10% in our country parks.

Some parks, depending on their location and facilities offered; do host guests from other communities – Today's Families and Aussie Achievers in particular. Today's Families are young families living in the outer suburbs up to their above-average incomes. They love gadgets and gizmos and home life.

Aussie Achievers are closest to the average Australian. They are young, educated and live in the outer suburbs of cities with fulltime employment to pay off their expensive house.

More detail on the Helix Personas developed by Roy Morgan can be found at: www.helixpersonas.com.au

Additional Information Provided to the Committee:

Completed Plans of Management (POMs):

The completed POMs developed by the NSWCHPT include the following:

- An analysis of the statutory process that applies to the reserve.
- Council policies, plans and guidelines
- Status on existing vegetation and built form on the reserve.
- Proposed improvement program for the reserve. This takes into account any new assets.
- Regulatory compliance, WHS, Environmental, heritage, accessibility of the proposed improvement
- Proposed implementation of the improvements.

Asset Management as applied to the POMs

Ongoing asset management is a separate planning exercise and is not included in the exhibited POMs. The asset management strategy includes renewals of existing assets, rectification of non compliance and safety issues and replacement of assets. These asset management strategies are applied on a priority analysis basis across all parks based on available funds. Any non compliance and WHS related issues are addressed as a first priority.

The following NSWCHPT parks have established and approved POMs:

- Clarkes Beach Holiday Park
- Seals Rocks Holiday Park
- Urunga Holiday Park
- Evans Head Holiday Park
- Monee Holiday Park
- Shaws Bay Holiday Park
- Jimmys Beach Holiday Park
- Scotts Head Holiday Park
- Corindi Holiday Park

The following Holiday Parks within the Bryon Shire LGA have plans of management which are in process of being considered for Amendment:

- Ferry Holiday Park
- Terrace Holiday Park
- Massey Greene Holiday Park

Over the past 12 months the Trust has met with key stakeholders and they have tabled a number of issues they have with the current POMs. The meetings have included the Brunswick Heads Progress Association. A number of issues have been addressed already including the provision of a wider public corridor on the roadside of Ferry Reserve and offset plantings of Coastal Cyprus Pines. The more significant concerns of opening up the foreshores of these parks to further facilitate public access and provision of more case spaces at Massey Greene can only be progressed through amendments to the existing POMs.

To this end, the above three holiday parks are currently being reviewed and Bryon Shire Council has resolved to support the Trust in the amendment of these plans. This followed considerable community and Council consultation looking at the opportunity to open up more public open foreshore space adjacent to each of these parks:

The resolution of Council is as follows:

“That Council at its Ordinary meeting held on 25 August 2016 resolved as follows, in regard to proposed amendments to the adopted Plans of Management detailed in the “Briefing Paper – Amendment of Adopted Plans of Management for Ferry Reserve, Massey Greene and Terrace Reserve Holiday Parks, Brunswick Heads NSW”.

Report No. 13.10 **NSW Crown Holiday Parks Trust - Brunswick Heads Holiday Parks Update**

File No: I2016/892

Resolved that Council for the purpose of further consultation by the New South Wales Crown Holiday Parks Trust:

- a) *Endorse in principle the proposed amendments to the Plan of Management Maps, as detailed in the Briefing Paper – Amendment of Adopted Plans of Management for the Ferry Reserve, Massey Greene and Terrace Reserve Holiday Parks, Brunswick Heads NSW.*

- b) *note the tabling of the draft Plan of Management Maps (E2016/79046) in the Briefing Paper – Amendment of Adopted Plans of Management for the Ferry Reserve, Massey Greene and Terrace Reserve Holiday Parks, Brunswick Heads NSW at the meeting; and*

- c) *request that NSW Holiday Parks Trust incorporate the following in the draft plans of management for the operation of the Crown Holiday Parks in Brunswick Heads:*

i. Tree management strategy that prohibits:

- *use of any land within a 5m radius of a Coastal Cypress Pines to prohibit compaction of soil*
- *no discharge of untreated water over the critical root system*
- *removal of exotic grasses and introduction of native grasses within the area of the critical root system*
- *progressive on site replacement of each memorial pine*

(Woods/Richardson)

The next phase of the consultation for these three parks will be to conduct site visits with community and stakeholders. These site visits will outline the changes to the POMs proposed and seek any further feedback before the official revisions are complete. Once all the information and feedback is collected the Trust will produce draft amendments to then follow the POM statutory process and requirements. This will include public exhibition of the changes.

The proposed amendments are summarised in **Attachment A**:

Public Reserve Management Fund (PRMF):

The Trust received a grant from the PRMF to upgrade the 9 Inland Waters Holiday Parks. This grant was for sewer, potable water, fire compliance and Electrical upgrades. The total contribution has been \$14M from the PRMF. An additional \$5.5 M for these works will be funded by the NSWCHPT for completion of these works over the next two years.

Brunswick Heads Holiday Parks

Draft Plan of Management Amendments

11 August 2016



**NEW SOUTH WALES CROWN
HOLIDAY PARKS TRUST**

Agenda

- Overview of NSW Crown Holiday Parks Trust & recent changes
- Trust objectives and approach to design reviews
- Proposed amendments – Ferry Reserve, Massy Greene and Terrace Reserve
- Consultation Program and timeline for amendments

NSW Crown Holiday Parks Trust

- Current Trust Board was appointed 1 July 2015
- Chair and CEO initiated discussions with Council to address concerns and progress renewal of park approvals
- Meeting held October 2015 to canvass issues with agreement to progress negotiations
- April 2016 Trust Board resolved to commence negotiations with NSW Crown Lands and Byron Shire Council on potential amendments to the adopted Plans of Management (POM) for the holiday parks.
- July 2016 the Trust provided an on site briefing to Council representatives on proposed amendments
- August 2016 - briefing document to Council on proposed amendments and proposed timeframe for implementation

Trust Objectives for Review of Designs

- Address the key concerns raised by Council and the community.
- Fulfil Trust's obligations under the Crown Lands Act
- Maintain viable and sustainable businesses
- Stimulate growth in occupancy year round
- Offset any reduction in the number or quality of sites via enhanced development within the holiday parks.
- Consult with the community during the initial re-design phase and via formal public exhibition
- Provide regular updates to the community during the process.

Proposed Amendments Ferry Reserve Holiday Park

- removal of one row of foreshore sites to widen the public access corridor between the holiday park and the Brunswick River by approximately 1000m²
- a 1 metre wide vegetated buffer with low fencing is proposed to clearly delineate the holiday park and public open space and prevent spillage of camping activities into the public space.
- a single row of foreshore sites including 8 powered caravan sites and 5 permanent beach tents replacing 24 sites
- addition of 5 two-storey cabins and 2 standard cabins adjacent to the existing cabin precinct
- extensive landscaping to reduce the dominance of built structures on the streetscape and re-establish a vegetation canopy
- redesign of the foreshore corridor to improve public recreation opportunities and pedestrian connections along the foreshore

Proposed Amendments Ferry Reserve Holiday Park



Concepts Ferry Reserve Holiday Park



Key Community Issues

Ferry Reserve

Issue	Trust Proposal
Remove two rows of waterfront sites and add to public open space	One row of sites be removed to increase corridor and 1 metre buffer added to keep guests within their site
Provide unfettered access to the boat ramp	Adopted Plan of Management requires public access to be maintained. Public access will be maintained
Use of the former Fins Restaurant building	Restrictions on alternative uses due to zoning and gazetted purpose of reserve. Use for accommodation and guest facilities as per adopted POM is proposed
Address foreshore bank erosion at Ferry Reserve	Included in adopted Plan of Management. Trust seeking funding for works

Proposed Amendments Massy Greene Holiday Park

- removal of one site and relocation of one cabin to allow for additional car parking spaces and reduce congestion in Tweed street
- a 1 metre wide vegetated buffer with low fencing is proposed to clearly delineate the holiday park and public open space to prevent spillage of camping activities into the public space.
- 6 additional cabins added to proposed cabin precincts
- extensive landscaping and vegetation to reduce the dominance of built structures on the streetscape and re-establish a vegetation canopy
- redesign of the foreshore public access to provide a functional, accessible and inviting recreation space integrated with the foreshore and connecting to the existing foreshore pathways to the Brunswick Boat Harbour and to the east

Proposed Amendments Massy Greene Holiday Park



TRUST PROPOSED OPTION DETAILS:

- 1 4 CABINS REPLACING 7 SHORT TERM SITES
- 2 2 CABINS REPLACING 3 SHORT TERM SITES
- 3 TWEED STREET BOUNDARY REVISED TO PROVIDE AREA FOR POSSIBLE FUTURE CAR PARKING
- 4 CABIN RELOCATED FOR TWEED STREET BOUNDARY REVISION (LOSE 1 SITE)

KEY:

- PROPOSED ADDITIONAL CABINS
- EXISTING OR PoM APPROVED CABINS
- AREA IN ADOPTED POM TO BE ADDED TO PUBLIC FORESHORE
- PROPOSED AREA TO BE ADDED TO TWEED STREET CORRIDOR



Concepts
Massy Greene
Holiday Park



Key Community Issues

Massy Greene

Issue	Trust Proposal
Remove all sites from western end of holiday park to increase public open space adjacent to boat harbour.	No amendment is proposed. The Brunswick Boat Harbour masterplan indicates more public open space along the foreshore by moving yachts to new marina . A new western access, residence and reception is integral to the plan to create one way traffic flow to reduce congestion in Tweed Street.
Public Access to and along the foreshore	Adopted Plan of Management requires public access to be maintained. A dedicated public pathway is proposed to maintain a contiguous foreshore pathway to the east and west of the holiday park
Access and parking in boat harbour precinct and local area	Western foreshore access has been redesigned to improve access and parking. Additional land to provide more parking in Tweed street by relocating a cabin and removing 1 site

Proposed Amendments Terrace Reserve Holiday Park

- redesign of foreshore site layout to provide a minimum 3 metre wide public foreshore access corridor along the entire length of the holiday park
- progressive relocation of permanent residences from the foreshore (subject to the legal rights of permanent residents being respected)
- setback of 10 metres to structures from the top of the bank to provide an open promenade along the foreshore.
- hail stone pathway with the potential for boardwalk sections, viewing platforms and seating (integrated with the Simpsons Creek foreshore rehabilitation project)
- a 1 metre landscaped buffer to prevent spillage of camping activities into the public space
- extensive landscaping and vegetation to reduce the dominance of built structures and re-establish a vegetation canopy
- inclusion of a landscape masterplan incorporating measures to protect and enhance coastal cypress as a key supporting document in the amended Plan of Management
- site specific measures to manage Aboriginal Cultural Heritage
- 24 additional cabins compared to the adopted plan – 26 new in total.

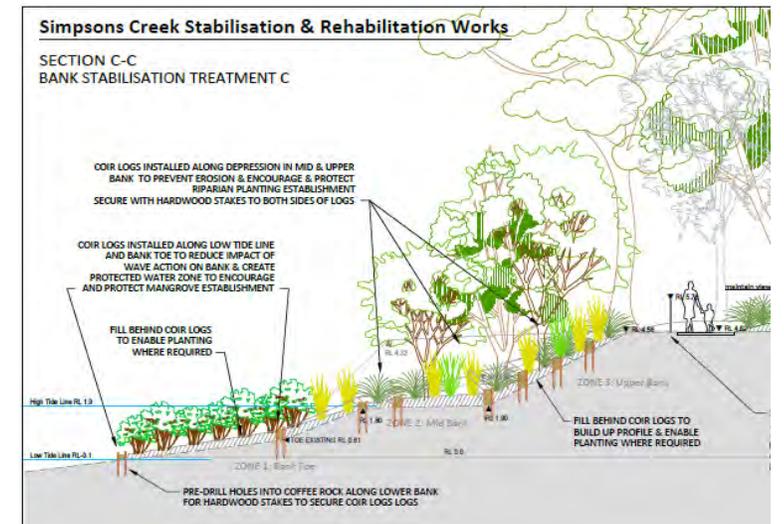
Proposed Amendments Terrace Reserve Holiday Park



Proposed Amendments Terrace Reserve Holiday Park



Concepts Terrace Reserve Holiday Park



Key Community Issues

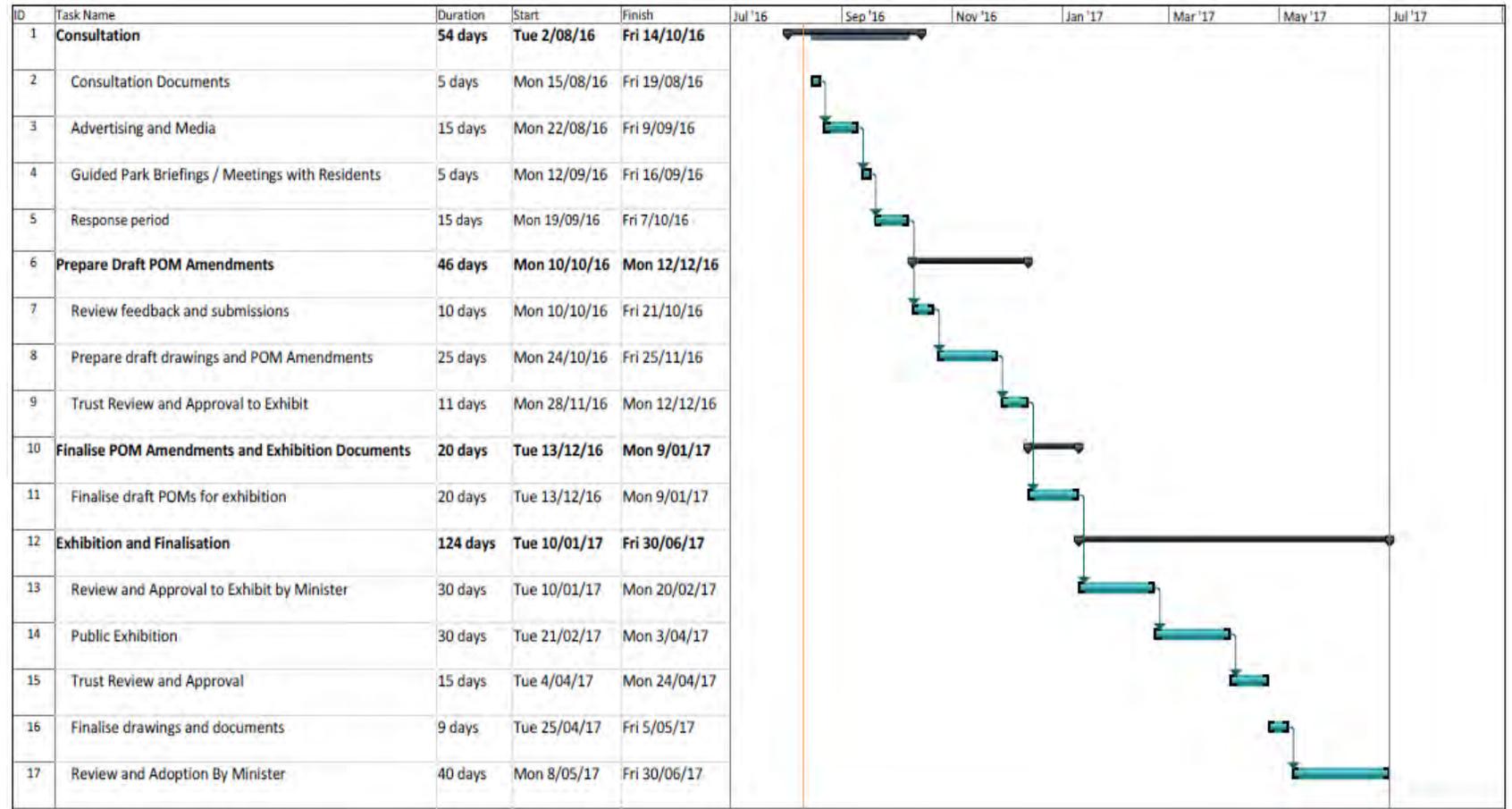
Terrace Reserve

Issue	Trust Proposal
Provide public access to and along the foreshore at Terrace Reserve.	Provide minimum 3 metre wide public access along the Simpsons Creek foreshore for the entire length of the holiday park. All buildings set back 10 metres from the top of the bank to create an open corridor
Maintain public access to the car park and footbridge	Public parking and public access is maintained in the adopted Plan of Management .
Natural attrition for vacating long term sites at Terrace	Progressive relocation of permanent residences from the foreshore is now proposed
No fencing of holiday parks or reserves	Adopted POM requires alternatives to fencing for security. POM specifies that fencing will only occur as a last resort
Restore Simpsons Creek Foreshore	The adopted POM authorises a foreshore restoration project. Programmed for 2017/18 subject to Board and agency approval

Consultation

- Consultation with Council, Crown lands, park residents and the community undertaken concurrently
- Council site meeting, briefing and formal response to draft concepts
- Crown Lands technical review and approval of the Minister to amend the adopted POMs
- Residents in parks are key stakeholders with legal rights regarding their tenancy
- Community consultation to include briefing materials, guided site tours and period for feedback and comment.
- 6 week formal public exhibition period is proposed for draft amendments

Timeline for Consultation and Amendments



Questions and Comments



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HOLIDAY PARKS TRUST

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