BATEMANS BAY PONY CLUB
BUSINESS MANAGEMENT PLAN
SURF BEACH RESERVE
SURF BEACH NSW
Prepared by:
BATEMANS BAY PONY CLUB INC.
12 JULY 2012
INTRODUCTION

This Business Management Plan refers to the use of Surf Beach Reserve and represents the *Batemans Bay Pony Club Incorporated* (Pony Club) 30 year association with the Reserve, and delivering a much-valued recreational activity for the Community.

Surf Beach Reserve is ‘Community Land’ located on two separate Lots: Lot 1 DP 126070 and Lot 401 DP 249466. It is bounded by residential development and Explorers Way to the North, residential development and Flinders Way to the West, residential development and Beach Road to the East, residential development and Surf Beach Avenue to the South. The reserve contains several intermittent watercourses, some remnant Eucalypt forest and cleared grassland.

Pony Club is scheduled for two Sundays a month for ten months a year with other events throughout the year. The Club caters for school holiday camp and training days. An event timetable is available on the website [http://nswcommunities.org.au/2120.html](http://nswcommunities.org.au/2120.html)

BACKGROUND

Background to this Business Management Plan reaches back to Council decisions to adopt the Eurobodalla Recreation and Open Space Strategy on 24 August 2010 (Minute 10/184). At that time it was agreed that the completed Strategy will guide Council’s decision making about recreation facilities and open space for the next 20 years, with reviews around every five years. Furthermore at the 24 August meeting, the Policy and Strategy Committee recommended amendments to the Strategy - specifically that:

“Page 46 Surf Beach change to:

Council prepare a new master plan for the Surf Beach Avenue reserve incorporating the Batemans Bay Pony Club activities in consultation with the community and user groups including the Batemans Bay Pony Club. This master plan be reported to Council for review prior to adoption and once approved by Council be appended to the revised Developed Reserves Plan of Management. Council negotiate a licence including a building maintenance agreement and an appropriate annual fee for the Batemans Bay Pony Club to utilise the Surf Beach site for the life of this plan with an initial licence for a five year period in accordance with the Local Government Act, 1993. Such licence to be approved by Council with the fee then to be reviewed annually in association (PSM 10/30 adopted by Council at Minute 10/184)

At a later meeting of Council held on 19 April 2011, a motion was carried that the BBPC Business Management Plan should be developed and considered by Council prior to public exhibition; and that the exhibition of the draft Business Plan should be for a minimum of 42 days. (Minute 11/106)

This Draft Business Plan aims to meet the intentions of earlier decisions and the requirements for a Business Management Plan documented in Council Minute 11/106.
EXECUTIVE SUMMARY

The Batemans Bay Pony Club Incorporated (BBPC) offers recreational activities that promote a healthy lifestyle. The Pony Club welcomes families and children to learn riding skills, horse care, and the art of competition. The benefits from this recreational activity are consistent with the Eurobodalla Recreation and Open Space Strategy objectives of: Economy; Environment; Infrastructure and Community.

Economy

The PONY CLUB constructed the Club House and its amenities with a grant from the New South Wales Department of Sport and Recreation around 25 years ago. The Pony Club maintains a high degree of self-sufficiency through membership fees, fund raising, donations, and volunteer support. This commitment to self-sufficiency limits the financial burden placed on Eurobodalla residents.

Environment

The Reserve is located adjacent to bushland and a creek that runs parallel to the northern boundary. The Reserve is level and well maintained by Pony Club volunteers with mowing provided by Council. Pony Club members maintain a strong interest in the condition of the Reserve. Creek care volunteers maintain the integrity of the bushland and the waterway.

Infrastructure

Surf Beach residents retain a high level of ownership over Surf Beach Reserve, which is a venue for several recreational activities, including the Rural Fire Services, Dog Training Clubs, Riding for the Disabled, dog walkers, and the local community for passive recreation.

Community

The Pony Club has operated continuously at Surf Beach Reserve for 30 years. It provides children with the opportunity to develop self-confidence and a skill for life, and enables the community to experience the fun of horse riding either as participant or observer. Club members welcome other complementary uses of the Reserve.

OBJECTIVES & SCOPE

The Pony Club welcomes the opportunity to work with the Eurobodalla Shire Council believing that it is in the long term interests of the community to meet the growing demand for recreational facilities through cost effective strategies and projects. To this end the Batemans Bay Pony Club aims to meet project costs in the Project Plan (see Table 1) by retaining existing members; growing its membership; valuing its volunteers; and seeking donations. One area the Pony Club needs Council assistance is the preparation of grant applications to State and Federal bodies.

Beyond the projects identified in Table 1, the Pony Club has no strategic requirement for a formal dressage arena, change rooms or a grandstand. The current, affordable facilities meet foreseeable requirements. A reassessment of this conclusion can occur in parallel with a review of the Eurobodalla Recreation and Open Space Strategy (around 2015).
At the time of the review of the Recreation and Open Space Strategy (circa 2015) the Pony Club is likely to explore, in consultation with Council, options to:

- Develop a cross country course in the local bushland; and
- Build a small fenced yard to create a dual use area for younger riders and an off leash area for dogs.

Council approval of this Business Management Plan will enable the Pony Club to meet its strategic goal to provide safe and secure recreational facilities for members and the community. The Pony Club would pay for projects described in Table 1, and looks to Council to donate in the amount of the proposed licence fees and charges linked to projects; and on application, the donation in the amount of the proposed DA application fees associated with infrastructure projects in Table 1. This approach fosters a sense of mutual responsibility and effective use of resources.

**Table 1: Project Plan**

<table>
<thead>
<tr>
<th>Project</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construct 18 individual Holding Yards</td>
<td>Achieve compliance with Pony Club NSW regulations; Ensure the safe tethering of horses.</td>
</tr>
<tr>
<td>Erect light pole</td>
<td>Improve security and reduce the opportunity for vandalism and break and enter of the Clubhouse.</td>
</tr>
<tr>
<td>Construct truck parking area (beach end of grounds)</td>
<td>Require Council to formally notify the Secretary of the Pony Club that it will store roadwork materials on the site, and negotiate that the area is clear of road work materials when the Pony Club is holding events <em>(e.g. Council should not store materials at the site on 24 to 26 August 2012 when a major event is scheduled).</em></td>
</tr>
<tr>
<td>Extend the Clubhouse</td>
<td>Increase storage capacity; Create an education room.</td>
</tr>
<tr>
<td>Vermin-proof the Clubhouse</td>
<td>Enhance health and safety outcomes</td>
</tr>
</tbody>
</table>

**BENEFIT COST ANALYSIS**

**Benefits**

The benefit to Council and the Eurobodalla community is a club that actively pursues opportunities to raise funds to meet infrastructure needs, and aims consistently to reduce the financial burden by volunteering time, applying for grants, seeking donations, and increasing its membership. Through this approach Pony Club officials and members take on the burden to reduce costs to Council and by association, Eurobodalla residents.

**Costs**

Pony Club’s commitment to the maintenance and upkeep of the Reserve is a cost saving for Council and a possible consideration when determining the implementation of a licence agreement including a building maintenance agreement.
**Analysis**

Through its drive for self-sufficiency the Pony Club mostly delivers a ‘free good’ to Eurobodalla residents. These efforts ensure the Reserve is a safe, useable, multi-purpose space. It role models how different, yet complementary groups can use a space for community outcomes.

**RISK ASSESSMENT**

The following risk assessment identifies risks to the Pony Club Business Management Plan, the consequence of the risk, and the probability that the risk could occur.

Categories of probability follow:

- **High** – greater than 80 per cent chance this event could occur
- **Medium** – greater than 50 per cent chance this event could occur
- **Low** – greater than 20 per cent chance this event could occur
- **Very Low** – 1 to 19 per cent chance this event could occur

<table>
<thead>
<tr>
<th>Risk</th>
<th>Consequence</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council does not waive fees and charges, including DA fees for infrastructure costs outlined in Table 1</td>
<td>Pony Club has no capacity to pay Council fees and charges and this adversely impacts delivery of the Business Management Plan</td>
<td>Low</td>
</tr>
<tr>
<td>The Pony Club does not raise sufficient funds to pay for infrastructure costs outlined in Table 1 and seeks financial support from Council</td>
<td>Council has no budget for Pony Club infrastructure costs so infrastructure improvements may not proceed</td>
<td>Medium</td>
</tr>
<tr>
<td>Resident support declines for the Pony Club</td>
<td>Residents lobby for alternative use in Surf Beach Reserve</td>
<td>Very Low</td>
</tr>
<tr>
<td>Vandalism to the Club House and theft of Pony Club property</td>
<td>Pony Club’s insurances increase and add an additional financial burden on the Club</td>
<td>High</td>
</tr>
<tr>
<td>Non-designated car parking leads to increased accidents</td>
<td>Increased litigation against Council as owner of the public land</td>
<td>Low</td>
</tr>
<tr>
<td>Formal leasing arrangements remain incomplete</td>
<td>Pony Club uncertainty delays commitment to infrastructure improvements</td>
<td>Low</td>
</tr>
<tr>
<td>Council storage of road works materials disrupts Pony Club scheduled events</td>
<td>Trucks park on the Reserve and injuries to people and animals occur</td>
<td>Medium</td>
</tr>
</tbody>
</table>

By identifying risks, the Pony Club aims to mitigate risks through an effective relationship with Council, and a relationship that acknowledges responsibility for effective communication between the parties.
Further to relationship management and effective communication, the Project Plan in Table 1 will remain realistic and practical rather than idealistic.

**CONCLUSION**

This Business Management Plan aims to demonstrate that the Pony Club provides a valued community service to the residents of the Eurobodalla Shire. Horse riding is one way of using the Reserve. As outlined, other users perform complementary activities on the Reserve. There is a harmonious use of the space.

The projects in Table 1 deliver enabling activities that support the Pony Club’s goal to provide safe and secure recreational facilities for members and the community.

The strength of this commitment is the Pony Club’s 30 year ‘responsible’ use of the Reserve, and its enduring place in the community.

The Batemans Bay Pony Club request Council to consider:

1. Implementation of a licence agreement including a building maintenance agreement;
2. The donation in the amount of the proposed licence fee;
3. On application, the donation in the amount of the proposed DA application fees associated with infrastructure projects in Table 1;
4. Conducting open and transparent communication, including notification that Council road works materials will be stored at the Reserve; and
5. Recognising the contribution of the Batemans Bay Pony Club to maintain and enhance the Batemans Bay Pony Club Reserve.