

# TEMORA SHIRE COUNCIL



TEMORA

*The Friendly Shire*

## TEMORA GOLF CLUB CROWN RESERVE PLAN OF MANAGEMENT

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**Plan of Management for Crown Reserve No. 66937**

**being a reserve for Public Recreation and**

**part of the Temora Golf Club located at 82 Golf Club Road,**

**Temora NSW**

**Adopted by Council on .....**

## 1. Background to the plan

This plan has been developed in consultation with the Temora Golf Club management committee and Temora Shire Council who wish to promote the game of golf and the many benefits to accrue to the community both socially, recreationally and economically.

The primary issues currently being faced by most golf clubs in Australia are declining memberships and increasing operating costs. The purpose of this plan is to address these issues and help build revenue, improve operational efficiencies and increase volunteerism at Temora Golf Club.

This plan is focused on improving club facilities and amenities that will create an attractive venue and leave a lasting impression on members and visitors leading to increased club membership, social patronage and revenue.

### 1.1 Relationships

Temora Golf Club is operated by Temora Golf Club Limited. The land on which the club house, tennis courts, carpark and ancillary buildings are constructed, is leased by the Club from the Crown under a Special Lease. The golf course is constructed on approximately 62 hectares of Crown land for which Temora Shire Council is appointed the Crown Land Manager under the Crown Land Management Act 2016. It is therefore imperative that the two organisations work together to provide the community of Temora with a viable recreational facility that meets the original 1937 Reservation for public recreation purposes.

The golf course component of the Temora Golf Club is constructed and operated by the Temora Golf Club Limited on Crown land which is under the care and control of Temora Shire Council. Council was appointed the Crown land manager under the Crown Land Management Act 2016. Under this legislation Council is required to manage the Crown land as if it were council-owned community land under the Local Government Act 1993 and prepare a Plan of Management that must be adopted by Council with the consent of the Crown.

Temora Shire Council is committed to maintaining its recreational facilities so it contributes to the overall objective of Temora being a socially inclusive community within a liveable environment (*current Asset Management Plan 2011, Operational & Community Land & Public Buildings*). It is committed to working with Temora Golf Club to ensure the club and its facilities are an attractive recreational asset for community use and visitor attraction.

### 1.2 Background

Temora Golf Club developed a Strategic Plan in 2018 which identified two key focus areas:

1. Facilities and improvements
2. Income streams and expenses

The Club is progressing with the implementation of its strategic objectives with a view to becoming known as one of the Riverina's top three golf destinations. One of the main barriers to this vision has been the continuing drought which has impacted the quality of the course presentation and significantly increased operating costs.

Temora Shire Council as the Crown land manager, is required under the Crown Land Management Act 2016 to prepare a Plan of Management for Reserve 66937 upon which is constructed the golf course. The regulatory Plan of Management for the golf course will form part of this integrated management plan for the course, the club house and associated facilities.

### 1.3 Trends in Australian Golf

According to research undertaken by Golf Australia there are opportunities for the development of the game and Temora Golf Club is well placed to address these opportunities with appropriate strategies for long term sustainability.

The key focus should be to:

- Attract more women, juniors and families to the game through national attraction programs
- Work to retain current members
- Offer innovative and fun playing options
- Develop relationships with social golfers to increase memberships
- Be adaptive to changing needs of golfers with appropriate membership offers and
- Be a leader in environmental sustainability on the course and in club facilities.

(Source: Golf Australia <https://www.golf.org.au/researchstudy/>)

### 1.4 Key attributes of the club

In discussions between the Club committee and Council, the following are the key attributes the club offers members, visitors and the community at large:

- Friendly, welcoming to members, guests and visitors
- Hard working committee, passionate about the course and club
- Valued community asset
- Is a significant part of Temora's recreational and social infrastructure
- Financially sound
- Continually improving
- Tourism drawcard contributing to the local economy from outside visitors and sponsorships
- Valued by retirees moving to Temora
- Facility for improving community's overall health and fitness

## 1.5 Situation analysis

According to the 2019 Ausplay report, industry trends suggest Australian golf has a market opportunity around 18% increase for the next twelve months. Projections are good across all market sectors taking account of the numbers of current players less those who have or are considering dropping out and adding those people considering taking up golf in the next twelve months. The top three motivators to participation in the game across all market sector age groups are:

1. Fun/enjoyment
2. Social reasons
3. Physical health/fitness

Interestingly these motivators are also ranked the same for people considering taking up the game of golf. (Ausplay 2019).

For older Australians aged 55 years and over, golf ranks 4<sup>th</sup> for males and 8<sup>th</sup> for females in the overall top 10 activities and in relation to organised activities, golf ranks 2<sup>nd</sup> for males and 5<sup>th</sup> for females in this age group. Golf is the one activity that enjoys continuing growth for both males and females in the 65-74 year old group.

In considering this integrated management report for the future of Temora Golf Club, considerations should be made in relation to health-related statistics for older Australians. These statistics indicate the motivations for and barriers to participation. The top three motivations are:

1. Physical health or fitness
2. Fun & enjoyment
3. Social reasons

The top three barriers to participation are:

1. Poor health or injury
2. Not enough time/other commitments
3. Increasing age/too old

To assist Temora Shire Council to meet its objectives of social inclusion and a liveable environment, particularly for the group 55 years and over, it cannot be overstated that having a viable, well-maintained and run golf club with the combined health, fitness and social benefits it offers the community of Temora, can be said to 'contribute socially, culturally and economically to the wider community' (Ausplay 2018). To this end, the Australian Government will likely continue to provide grants for Better Ageing programs aimed at encouraging 'sport and physical activity providers to adapt and offer more options for Older Australians to be active' (AusPlay 2018).

## 1.6 Challenges

There are significant challenges for the Golf Club to remain viable and a valuable part of Temora's social and recreational infrastructure. The four most significant challenges are:

- Too few and ageing committee members and few newer/younger members to take over care and control of golf club in the medium to long term
- Increasing operating costs and diminishing returns to keep club viable and/or make committee membership attractive
- Heavy reliance on volunteers being impacted by declining membership
- Impact of drought on club presentation and course layout and issues associated with alternate water sources including cost.

## 1.7 SWOT Analysis

Temora Golf Club SWOT analysis (2019) prepared by Golf Club Committee.

	Strengths	Weaknesses	Opportunities	Threats
Club house	<p>Quiet Dedicated meeting and function venue Well appointed kitchen BBQ area Kids play area Cart sheds Friday meals Painted interior / presentation Resources Toilet facilities Flexible layout</p>	<p>Needs roof fixing - leaks Carpet Furniture dated Age of building Car park surface Limited size of function area Out of town location Security CCTV Toilets external Staff costs</p>	<p>Flyers Increase events</p>	<p>Out of town RBT Lack of awareness Other organisations vying for same customers</p>
Course	<p>Flat Great grass greens Easy access Large water catchment Irrigation recycled water Volunteers</p>	<p>Soil quality Water limitations Equipment – age and condition Water pipes breaking/ leaking – irrigation. Security Cost of maintenance</p>	<p>More visitors Another golf cart to hire – donation needed Other fundraising. Offer meal vouchers in Friday draw Offer credits in memberships Work more with other clubs and service clubs Raise awareness of the club's existence</p>	<p>Weather extremes Vandalism</p>
How we do things	<p>Tournament Good team on the board. Volunteer effort Affordable membership fees Low budget for course maintenance Summer teams comp brings in players and finance Inclusive – open to all levels of ability Friendly efficient staff TSS Subscription Social events/ functions</p>	<p>Rigidness of golf events – men Sunday only Collection of fees / memberships Don't own the land – not an asset Lack of volunteers – over reliance on core volunteers Integration between women golfers. Running costs No central point of contact – club and golf. Website content Facebook updates Disengaged members.</p>	<p>Get more on the board Engage existing and new volunteers on list Increase younger demographic Draw on the experience of members more. Nine and dine Family night / specials Combine committees Social Summer/ Winter 9 hole social comp on</p>	<p>More players opting for summer teams rather than full memberships. Lease expires in 2030 Lack of juniors Litigation and compliance regulations and the costs involved Staff retention Poaching.</p>



		Fee structure	<p>Saturday  Bond included in membership for volunteer work  Restructure staffing  – offer incentives/ commissions  Review fee structure  Offer social memberships to the town.  Include others more to make them part of the team.</p>	
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## 1.8 The overall goal

To be one of the top three golf clubs in the Riverina, offering watered greens and fairways that are aesthetically pleasing and an attractive clubhouse and facilities that contribute to a vibrant recreational and social experience.

## 1.9 The Key Focus Areas

### **1. Water security**

Select optimal water sourcing currently available and review current offtakes from Temora Shire Council to increase capacity.

### **2. Clubhouse and amenities**

Address the unattractive club entrance and lack of security with the development of a design concept plan.

### **3. Membership**

Ensure a healthy membership mix and optimise benefits to all member categories.

### **4. Participation**

Develop innovative events and functions to grow social awareness and visitation.

### **5. Partnerships**

Maximise partnerships for resource sharing, industry assistance or to increase revenue streams.

### **6. Governance**

Target and mentor appropriate members to increase the number of volunteers and bring new energy to the committee.

### **7. Marketing**

Develop marketing strategies to raise club's profile and attributes in the local community.

## 2. Plan of Management Introduction

The golf course is constructed upon Crown Reserve No. 66937 which was gazetted as a reserve for Public Recreation on 10 September 1937. In accordance with the Crown Land Management Act 2016, Temora Shire Council has been appointed the Crown land manager and is required by this legislation to adopt a Plan of Management, using the framework for community land under the Local Government Act 1993.

The golf course land is inextricably linked to the Temora Golf Club Limited which holds a special lease from the Crown over the remaining land which forms the entirety of the golf club house and ancillary operational buildings.

### 2.1 Corporate objectives

Temora Golf Club contributes to the wellbeing and recreational needs of the community and contributes to the local economy through tourism and visitation. Additionally, Council deems it an important part of its recreational assets for attracting new and retaining existing residents.

Council has determined its goals for managing parks, gardens and sportsgrounds and the goals relevant to the Temora golf course. In accordance with its Community Strategic Plan, Council proposes to build the Shire's economy through the support of tourism, acknowledging the value it brings to the Temora Shire economy. Council has also committed to engaging and supporting its community, through the provision of sports facilities that are well maintained, planned and meet the expectations of the community.

Temora Shire Council relies on the support of the Temora Golf Club Limited, its management board and volunteers for the day to day activities of operating a golf facility including the management and care of the golf course proper. The need to support volunteers within the community is also recognised by Council, within the Community Strategic Plan.

### 2.2 Land to which this plan applies

This Plan of Management applies specifically to Crown Reserve No. 66937 for Public Recreation, made up of Lot 296 in Deposited Plan 750587. The land total is approximately 62.60 hectares and is located on Golf Club Road Temora, approximately 2.5 kilometres south of Temora town centre. The land is located in the Temora Shire Council Local Government Area in New South Wales and within the State electorate of Cootamundra.

The Council Crown Land Manager Reserve is adjoined by other Crown Land that is managed by the Temora Golf Club. Figure 1 provides a zoning map which shows the location of the Council Crown Land Manager Reserve and the Temora Golf Club Crown Land.

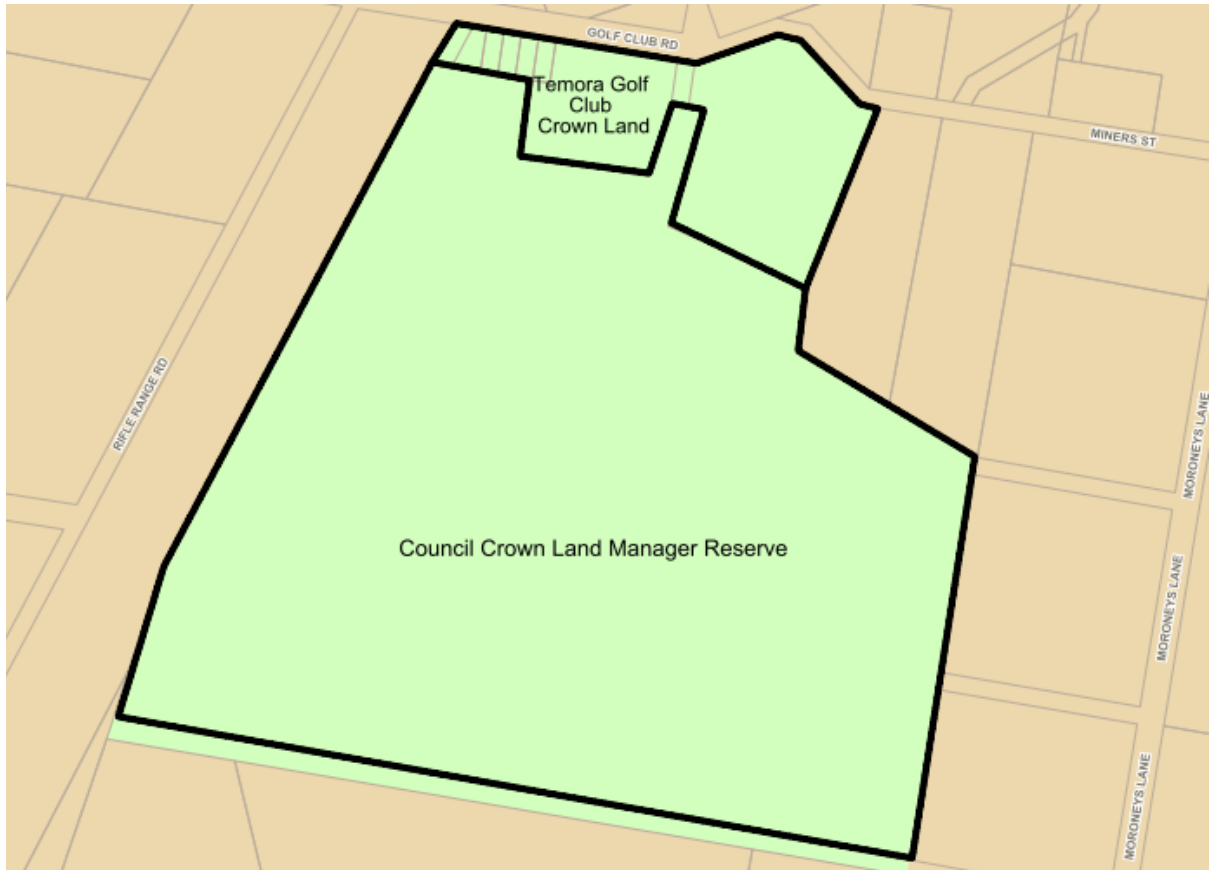


Figure 1: Zoning map indicating the Council Crown Land Manager Reserve and the Temora Golf Club managed Crown Land.

Figure 2 provides an aerial image of the site.

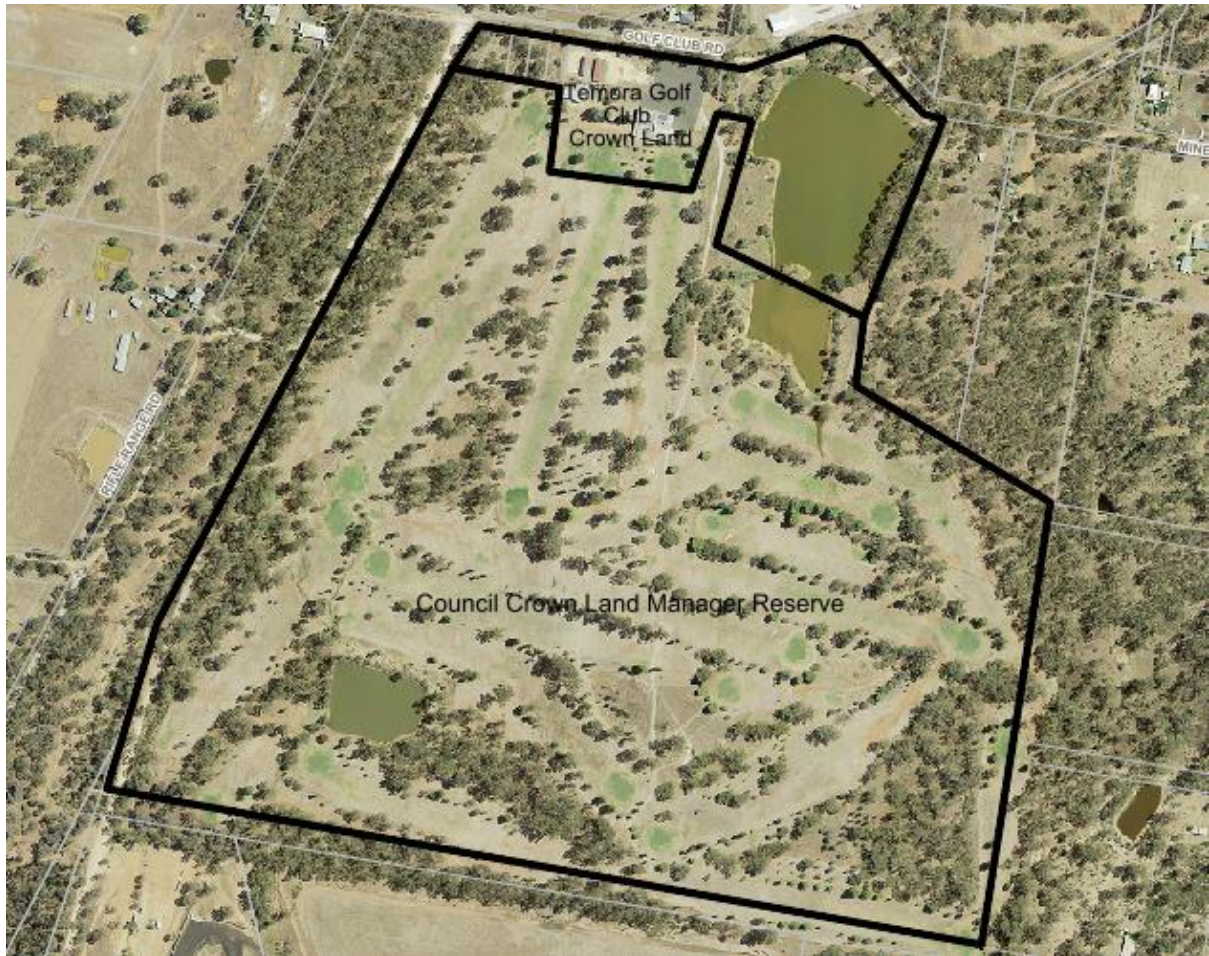


Figure 2: Aerial image of Council Crown Land Manager Reserve and Temora Golf Club Crown Land

Table 1 provides the legal description and locality description of the subject land.

Address	Legal Description	Locality Description
84 Golf Club Road, Temora NSW 2666	Crown Reserve No. 66937 for Public Recreation being Lot 296 in Deposited Plan 750587.	Approximately 62.60 hectares adjoining and forming part of the Temora Golf Club upon which the golf course is established. The club and golf course are located on Golf Club Road approximately 2.5 kilometres from the centre of Temora.

Table 1: Legal description and locality description of the Temora Golf Course Council Crown Land Manager Reserve

Figure 3 provides a lot description of the Temora Golf Club Crown Land. Note that this land includes two road reserves that do not include a lot description.

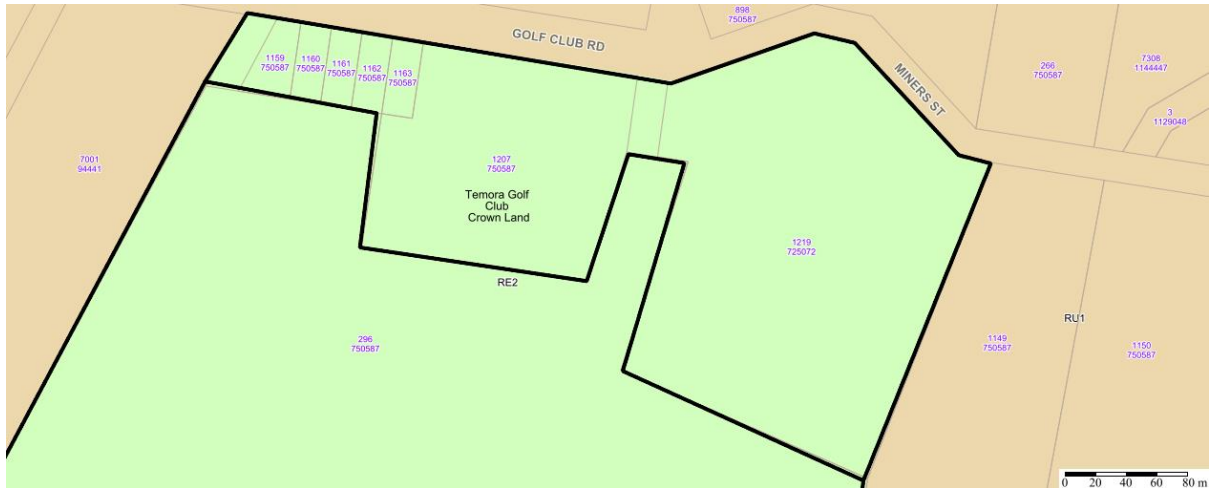


Figure 3: Lot description of the Temora Golf Club Crown Land.

### 2.3 Owner of the land

The land is owned by the Crown and is managed by Temora Shire Council as Crown land manager under the Crown Land Management Act 2016.

### 2.4 Categorisation of the reserve

In accordance with the Crown Land Management Act 2016, Temora Shire Council was required to categorise Crown Reserve No. 66937 as if it were community land under the Local Government Act 1993. Council adopted the category of Sportsground being the most closely aligned category to the original reserve purpose and reflecting its current use for recreational purposes. The category of Sportsground applies to the whole of Crown Reserve No. 66937.

### 2.5 Core Objectives for management of community land categorised as a sportsground

The core objectives for the management of community land categorised as a sportsground under section 36F of the Local Government Act 1993 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.

## 3. Relevant legislation, policies and procedures

### 3.1 Local Government Act 1993

In developing this Plan of Management, Temora Shire Council as the Crown land manager, is required under the Crown Land Management Act 2016, to consider the categorisation of

the land in accordance with the Local Government Act 1993. The category chosen that best reflected the initial reservation purpose of the land, the current use of the reserve and community expectations was Sportsground. The core objectives for management of community land categorised as a Sportsground are noted above.

### 3.2 Crown Land Management Act 2016

The purpose of this Plan of Management is to address the relevant statutory requirements of the Crown Land Management Act 2016. The principles of Crown land management are:

- a) that environmental protection principles be observed in relation to the management and administration of Crown land, and
- b) that the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible, and
- c) that public use and enjoyment of appropriate Crown land be encouraged, and
- d) that, where appropriate, multiple use of Crown land be encouraged, and
- 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, and
- f) that Crown land be occupied, used, sold, leased, licenses or otherwise dealt with in the best interest of the State consistent with the above principles.

### 3.3 Native Title Act 1993

Native title is considered to be extinguished due to community purpose lease and completion of public works prior to 23 December 1996.

### 3.4 Other relevant legislation and statutory controls

#### **Protection of the Environment Operations Act 1997**

The Crown Reserve No 66937, being Lot 296 in Deposited Plan 570587 is a utilisation point for treated effluent in accordance with the NSW EPA Licence No. 2523 for the Temora Sewage Treatment facility. The golf club utilises the water as one of its primary sources for maintaining its greens and fairways.

#### **Environmental Planning and Assessment Act 1979.**

Future management and use of Reserve 66937 must comply with all applicable planning controls.

Future development that may be approved by the Crown Land Manager under this Plan of Management will be subject to the Temora Local Environment Plan 2010 and the Temora Shire Development Control Plan 2012 and any relevant environmental planning instruments and planning policies that may in future apply to the land.

The Temora Golf Club is subject to the provision of the Temora Local Environmental Plan 2010 and is zoned RE2 Private Recreation, as shown by Figure 1.

The objectives of the RE2 Private Recreation zone area are as follows:

- To enable land to be used for private open space or recreational purposes
- To provide a range of recreational setting and activities and compatible land uses
- To protect and enhance the natural environment for recreational purposes

Development that may be permitted without consent include:

- Environmental facilities; Environmental protection works; Roads

Development that may be permitted with consent include:

- Aquaculture;
- Camping grounds;
- Caravan parks;
- Community facilities;
- Kiosks;
- Recreation areas
- Recreation facilities (indoor);
- Recreation facilities (major);
- Recreation facilities (outdoor);
- Registered clubs

All other forms of development are prohibited.

### 3.5 Review of this plan

This document represents the initial Plan of Management undertaken by the Crown land manager and consultation was undertaken with the Temora Golf Club Limited in determining the values and management objectives of the Crown Reserve. It is considered appropriate to review this plan in five years from its acceptance by the Minister, or sooner should it be required.

### 3.6 Community consultation

A unique relationship exists between the Temora Golf Club Limited and the Temora Shire Council as Crown land manager in providing the community with suitable facilities for recreation and social interaction through the provisions of the golf club, its course and associated facilities. It was therefore appropriate for the initial consultation to have been undertaken with the Directors of the club in preparation of this plan of management.

The community at large will be offered the opportunity to provide comment and feedback on the completed draft plan before it is submitted to the Minister for acceptance. Specifically, Council will give public notice of a draft plan of management for a period of not less than 28 days and must specify that submissions can be made for a period of not less than 42 days from the commencement date of the public notice period. All documents referred to in the plan of management must be displayed and available for public access.



Additionally, under section 40A of the Local Government Act 1993, should a proposed plan of management (including one that amends another plan of management), have the effect of categorising or altering the categorisation of community land, a public hearing must be conducted. A public hearing however is not required for the initial draft Plan of Management unless the initial assigned category as Sportsground changes during the plan of management process.

## 4. Development and use

### 4.1 Overview

The land the subject of this Plan of Management is designated as a Crown Reserve for public recreation. Since the mid 1930's, it has been developed and utilised for playing of golf. The Temora Golf Club Limited has a lease in perpetuity from the Crown for the land upon which the golf clubhouse, carpark and ancillary workshop and storage buildings are constructed. These structures, together with the golf course and the operation of the golf club is reliant upon the ongoing viability of the Temora Golf Club as it is the major contributor of income for the maintenance and future development of all facilities.

The golf course comprises an 18-hole, par 71 layout with grass greens. To ensure the ongoing viability of these recreational facilities, the golf club management relies heavily on income from membership fees, casual player fees, social functions and events, sponsorships and grants funding.

Council's primary financial contribution to the golf club is by way of provision of water through the utilisation of treated effluent required for critical for course upkeep. Assistance with grant applications where possible is also provided.

### 4.2 Condition of the land and structures on adoption of the plan

At the date of adoption of this plan, the course and golf club surrounds were generally drought affected with careful management of available treated effluent water being prioritised for watering greens and where possible fairways. The areas adjacent to fairways is supported by limited trees and vegetation and is generally affected by current drought conditions.

The entrance to the golf club from Golf Club Road is via a large, un-landscaped carpark. The clubhouse is in reasonable condition and is maintained by the club management as profits from revenue sources allow. Plans for improved furnishings and structural changes to clubhouse and other facilities to improve operational activities have been identified by club management and are reflected in the club's strategic plan.

The course fairways, greens and vegetation are generally reliant on natural rain water and supplemented by treated effluent from the Temora Sewage Treatment works. Any improvements to the course or vegetation is undertaken by the Golf Club and is limited by available funds for maintenance and improvement.

#### 4.3 Use of the land and structures at the date of adoption of the plan

The land is designated a utilisation area in accordance with the requirements and limitations imposed by an Environment Protection Licence No. 2523 issued by the NSW Environment Protection Authority. This licence was issued to Temora Shire Council for the Temora Sewage Treatment System in Teal St, Temora. The golf course land forms part of the discharge area for treated effluent pursuant to this licence which is a primary source of water for the golf course greens and fairways.

#### 4.4 Permitted use and future use

The Crown reserve has been developed as a golf course which is consistent with the purpose of its reservation for public recreation. It forms part of Temora Shire Council's recreational assets and membership of the golf club is open to the public. For safety reasons, the golf course area is fenced to keep native animals and stock from damaging the course or greens and to prevent injury to members of the public who may wander onto the course while golf is in play. The use of the reserve for the playing of golf requires the payment of a fee which is collected by the club to help cover the costs of maintenance and upkeep.

#### 4.5 Additional matters

The Reserve and its current use as a golf course enables the Temora Golf Club to organise and support the playing of golf for recreation purposes in Temora and district. While the course is required to support the operation of the Golf Club, Council would not consider permitted uses or development pursuant to this Plan of Management, unless in partnership with and to the benefit of the Golf Club and its members.

As the primary beneficiary of the golf course, Council relies on the Golf Club management to utilise the proceeds from the playing of golf to be used to maintain and improve the course. It has therefore not allocated funds in its current operational budget as this reserve benefits from financial support from the club. There are no current leases, licences or other estates requiring express authorisation under this Plan of Management.

As Crown land manager, Temora Shire Council recognises the support of the Temora Golf Club Limited management in maintaining and improving the golf course and will support the club's management to seek external funding sources or grants as and when required.

#### 4.6 Express Authorisation of leases, licences or other estates

At the time of adoption of this Plan of Management no lease, licence or other estate exists relating to Crown Reserve 66937. During the term of this Plan of Management Temora Shire Council may wish to grant a lease, licence or other estate to Temora Golf Club Limited or other appropriate organisation or golf professional for the purpose of carrying out the playing of golf on Reserve 66937, thereby ensuring the land is utilised most effectively to fulfil the core objective of the land categorisation. This Plan of Management serves to expressly authorise the granting of a lease and/or licence and/or other estate, if during the term of this

Plan of Management, the Crown land manager deems it necessary to facilitate the playing of golf or activities associated with the operation of a golf club, in accordance with the provisions of Local Government Act 1993 and the following management strategies.

Objectives	Means of achievement of objectives	Manner of assessment
<p>Encourage, promote and facilitate recreational and social activities in the community centred around the sport of golf.</p> <p>Ensure such activities are managed having regard to any adverse impact on nearby residents.</p> <p>Provide community facilities to the satisfaction of the community.</p>	<p>Grant leases, licences and/or managerial rights to Temora Golf Club Limited, other appropriate organisations, or suitably qualified professionals to enable orderly use of the golf course including management of cart hire, sale of golf equipment and clothing, food and drinks and provision of golf lessons.</p> <p>Ensuring the facilities ancillary to the recreational activities of the golf course cater to the needs of the community.</p>	<p>Number of comments from nearby residents relating to any adverse impact on their living environment</p> <p>Number of comments in relation to the quality and overall condition of the course.</p>

## 5. POM administration and management

Temora Shire Council has categorised Reserve 66937 as Sportsground under the provisions section 36F of the Local Government Act 1993, details of which are discussed in section 2.4 of this Plan. While Council as the Crown land manager has responsibility for the administration and management of the Crown Reserve, in practice the land is managed and maintained by the active users being the Temora Golf Club Limited.

In consultation with the Golf Club management committee, the following objectives and performance targets were developed to reflect how Council proposes to assess its performance with respect to these objectives and performance targets. The Plan of Management will also be useful in support of applications for Government grants or other external funding opportunities, so that the community's support for future activities and development can be demonstrated and the objectives of this Plan of Management achieved.

<b>Management Issues</b>	<b>Objectives and Performance Targets</b>	<b>Means of achievement of objectives</b>	<b>Manner of assessment of performance</b>
Usage	Support increased usage through building, facility and service improvements	Development of a long term masterplan to guide future upgrades and improvements and seek grant funding to assist with delivery	Improvement in facilities attracts increased patronage, events and membership
	Allow special events on the course to promote the playing of golf or other compatible recreational activities.	Council approval as required under Council's plans, policies and guidelines.	Increase in golf club patronage, number of events or memberships.  Number of comments about social events
	Allow development of landscaped areas, shade/shelter structures, pergolas, outdoor furniture etc for golf users and/or suitable for social events, weddings etc in designated areas	Appropriate design, location and erection of structures  Council approval	Number of comments about the effectiveness of the structures in all weather conditions  Increase in patronage and hire fees.
	Allow buildings and carparking ancillary to the operation of the golf course and complementary to the golf club masterplan.	Council approval	Number of comments in relation to the provision of additional social and recreational facilities.
	Allow the playing of live or recorded music for social events.	Council approval	Number of complaints about noise.
	Allow for lighting to enable safe pedestrian movement at night if required.	Council approval	Number of complaints about safety incidents.
	Allow temporary structures to be erected as required for golf events, social functions and the like	Council approval  Appropriate siting in accordance with Council policies & regulations	Number of comments on temporary structures.

Management Issues	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
	Investigate the provision of onsite tourist accommodation, including cabins.	Develop a business case to seek funding assistance  Council approval  Appropriate siting in accordance with Council policies & regulations	Investigation complete. Business case developed.
	Ensure weather conditions are appropriate for use of the golf course	Reduce the use of, or cancel events where necessary	Number of incidents of damage due to inappropriate use during extreme weather conditions
Access	Allow entry to members and visitors for the playing of golf and associated activities.	Promote the playing of golf by residents to improve social inclusion and health & wellbeing.  Support golf club events to increase tourism/visitation to Temora.	Increase in numbers of golf club members.  Growth in club event participation or visitation numbers from non-residents.
	Maximise user safety and prevent conflicts.	Use of regulatory signs where required.	Number of reported incidents of pedestrian conflicts.
	Allow for entry of authorised vehicles for maintenance, emergency services and patrols.	Use of traffic control devices, safety signage, bollards etc.	Reports of incidents of illegal or unauthorised vehicular entry.
Environment	Prohibit rubbish dumping and littering.	Regulatory signage at appropriate locations.	Number of incidents of illegal dumping.
	Allow watering systems to optimise water usage, minimise maintenance and enable appropriate vegetative growth	Design, install and operate an appropriate system.	Compliance with water restrictions.
	Allow the use of treated effluent to irrigate the golf course and greens.	Use of regulatory signage. Water quality monitoring	Number of comments about water quality. Number of incidents of non-compliance with EPA licence.

Management Issues	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
	Allow artificial water features for landscaping purposes.	Council approval	Number of comments about course beautification.
	Maintain watercourses and run-off in accordance with Council adopted guidelines.	Council approval.	Number of incidents of non-compliance with Council adopted guidelines for stormwater and runoff.
	Allow installation of all services required to maintain a golf course.	Approval by appropriate Statutory Authorities	Public utilities are adequately located, identified and serviced.
Landscaping	Complement the character of existing plantings and where appropriate, enhance the course to be consistent with its natural vegetation.	Augment existing plantings with suitable exotic species where appropriate or local native species, as shade protection for user comfort or visual impact.	Number of comments about course layout and aesthetics.  Number of reported incidents contrary to Council's tree preservation order.
	Allow use of suitable species, use of landscape materials, mulching, edging and minor earthworks etc to maintain and improve the golf course.	Use of suitable organic mulches, mounding in landscape design where appropriate and earthworks carried out in accordance with Council policies and specifications.	Number of comments about course layout and aesthetics.
	Minimise weed infestation.	Appropriate control methods in accordance with Council policies and specifications.	Number of reported incidents of weed infestation.
Lighting	Allow lighting for security, architectural or landscaped features, if required.	Appropriate design and installation of light facilities.	Number of problems related to inadequate lighting.
	Allow lighting for special events, social functions, golf driving range, putting practice etc	Council approval	Number of complaints from adjoining neighbours.
	Prevent excessive lighting impacts on adjoining land owners.		

<b>Management Issues</b>	<b>Objectives and Performance Targets</b>	<b>Means of achievement of objectives</b>	<b>Manner of assessment of performance</b>
Public Address System	Allow the use of PA systems as appropriate	Council approval  POEO (Noise Control) Regulation 2017.	Number of comments from surrounding residents relating to inappropriate use of PA systems.
Signage	Allow suitable information, regulatory, identification, interpretive and directional signage  Allow advertising signage when and where appropriate	Appropriate design and siting of signage in accordance with Council's DCP  Council approval	Number of complaints about signage.  Number of user comments.
Alcohol (consumption or possession)	Implement controls to prohibit the consumption and/or possession of alcohol, except within designated or leased concession areas.	Use of regulatory signs and enforcement.  Council approval	Number of complaints and investigations.
Animals: Native Fauna	Protection of native and endangered species and their habitats and control of introduced species in accordance with relevant legislation.	Use of perimeter fencing.  Use of regulatory signs.	Number of complaints about damage from animal presence.
Domestic & stock	Prohibit the entry of horses, dogs, cats etc except in designated areas. Impound all animals that are not under the control of owner/handler.	Use of regulatory signs.	Complaints about dogs, attacks and waste.  Number of ordinance inspections.
Feral	Removal or cull of feral animals in breeding numbers	Pest Management	Complaints about feral animal numbers.