



Shoalhaven City Council



Lady Denman Reserve Plan of Management September 2020

Locale Consulting acknowledges the Traditional owners and Custodians of this country and their continuing connection to the land through culture and community.

We pay our respects to all Elders past, present and emerging.

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Document Control

Job Number: 2020/572
Job Name: Lady Denman POM
Client: Shoalhaven City Council
Job Contact: Joshua Hanns – Social Infrastructure Planner
Document Name: Lady Denman Reserve Plan of Management

Version	Date	Authors	Reviewer	Approved
1	27.07.2020	Lelia Kamphorst	Cinnamon Dunsford	Steve Thompson
2	31.08.2020	Lelia Kamphorst	Steve Thompson	Cinnamon Dunsford
3	07.09.2020	Lelia Kamphorst	Steve Thompson	Steve Thompson

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Executive Summary

Shoalhaven City Council has responsibility over a number of Crown Reserves as the “Council Crown Land Manager”. Lady Denman Reserve (Reserve 96376) is an area of Crown land that has been reserved for the purposes of “Public Recreation with the Additional Purposes of Community Purposes, Environmental Protection, Tourist Facilities and Services”.

Under amendments to the Crown land management system in 2018, the site is now to be managed by Council under the *Local Government Act 1993*. Whilst remaining as a Crown land reserve, the land will essentially be managed by Council as if it were “Community” land. This means that the land is to be Classified as “Community” land and Categorised as land to be used for “General Community Use” under the *Local Government Act 1993*, and therefore requiring a Plan of Management to be adopted. A Plan of Management is an important statutory document that provides information for the effective long-term management of public land. It also establishes directions for planning, resource management and maintenance of that land. This Plan of Management covers part of Crown Reserve 96376 (generally being the developed area or the southern part of the Reserve), the other part of the Reserve is covered by a Generic Plan of Management (generally being the natural area or the northern part of the Reserve).

The site is located on the north-western edge of the town of Huskisson, on the NSW South Coast and adjoins the Currumbene Creek estuary leading to the renowned waters of Jervis Bay. On Council’s behalf, the Reserve is managed by the Lady Denman Heritage Complex Huskisson Inc as the “Site Manager”.

The part of the Reserve subject to this Plan of Management is home to the locally heritage listed Lady Denman Heritage Complex including the State heritage listed Lady Denman ferry and renowned maritime collections. The site plays host to a range of events and exhibitions each year, whilst also containing a number of other buildings that have been moved to or erected on the site, including historic school classrooms, church, and an Aboriginal arts and crafts studio.

Council has been working with the Site Manager, site user groups and other stakeholders to establish clear directions and community needs across the Reserve. Over recent time, this has included in the preparation of a Business Plan covering the majority of the Reserve which was first prepared in 2016 and updated in 2018 and a Management Agreement covering the majority of the Reserve that came into effect in 2019 with the Site Manager.

A Future Use Plan has been prepared for the site, to complement and support the existing planning for the site. The Future Use Plan has been prepared in conjunction with this Plan of Management and based on the previously exhibited plan of 2016. The Future Use Plan and Plan of Management envisage the Reserve will continue to be a local cultural and recreational asset as well as catering to tourism needs and bringing revenue streams to support its ongoing viability. It is envisaged this will all occur in the context of the unique natural and cultural environment.

This Plan of Management includes two main parts:

- Part 1: Existing Situation and Identifying Directions - which provides an overview of the current situation, including the legislative context, land information and context of potential future use opportunities
- Part 2: Achieving Desired Directions - which provides for additional details around site specific issues, key aspects of legislative influence and how the site and its management will respond to these over time. This part ultimately identifies an Implementation Action Plan which will guide implementation of the Plan of Management.

Overall, this Plan of Management allows Council to meet its legislative obligations for the management of “Community” land.



Part 1: Existing Situation and Identifying Directions



1. Key Information

CROWN RESERVE NUMBER	96376 (PART)
RESERVE NAME	LADY DENMAN RESERVE
LAND OWNER	CROWN
CROWN LAND MANAGER	SHOALHAVEN CITY COUNCIL
CROWN RESERVE TRUST NAME	LADY DENMAN (R96376) RESERVE TRUST
APPLICABLE LAND	LOT 2 DP 870242 LOT 137 DP 720912
LAND AREA	19,415 METRES SQUARE
LOCAL GOVERNMENT AREA	SHOALHAVEN CITY
LAND RESERVATION / DEDICATION	PUBLIC RECREATION & ADDITIONAL PURPOSES OF COMMUNITY PURPOSES, ENVIRONMENTAL PROTECTION, TOURIST FACILITIES AND SERVICES
LAND CATEGORY	GENERAL COMMUNITY USE
DATE OF ADOPTION	[TO BE CONFIRMED]
REVIEW PERIOD	10 YEARS

2. Introduction

Shoalhaven City Council (Council) is responsible for a range of Crown and Council owned lands that extend across its local government area. Under the *Local Government Act 1993*, Council owned land is managed as either "Community" or "Operational" land, with a range of "categories" being applied to "Community" land to guide its ongoing management. All "Community" land is required to be captured within a Plan of Management, which provides the details of how that land will be managed.

These same management directions and principles now also apply to Crown reserves that are managed by Council under the *Crown Land Management Act 2016*. These Council managed Crown lands will also have one or more reservation or dedication "purpose" that also give direction to how this land is to be used. The reservation or dedication purpose/s are to be captured through alignment with the relevant "Community" land categories. This relationship is shown in Figure 1.



Figure 1: Legislative relationship to Plan of Management requirements

2.1 Council's Corporate Objectives

Council's operating mandate is highlighted through its 10-year Community Strategic Plan (Shoalhaven 2027 Community Strategic Plan, 2018). It outlines Council's high-level priorities and feeds into the associated Delivery Program and Operational Plans which guide the day to day activities of Council's staff. The community vision and key themes from the Community Strategic Plan document are highlighted in Figure 2 below, which provide an overarching context for the management of the Lady Denman Reserve, as well as Council's facilities more generally.

Community Strategic Plan Themes



Figure 2: Community Strategic Plan directions

There are a number of ways in which alignment is achieved between the Community Strategic Plan and the implementation of the Plan of Management, with the project relating to virtually all “outcomes” sought by this leading document. Key examples include:

- Theme 1, Priority 1.2: Activate communities through arts, culture and events
- Theme 1, Priority 1.3: Support active, healthy liveable communities
- Theme 2, Priority 2.3 Protect and showcase the natural environment

2.2 Land to which this Plan applies

Lady Denman Reserve (the Reserve) is located on the north-western edge of the town of Huskisson, on the NSW South Coast and adjoins the Currumbene Creek estuary leading to the renowned waters of Jervis Bay. A map showing the location of the Reserve in its broad context is provided at Figure 3. This Plan of Management covers part of Crown Reserve 96376 (generally being the developed area or the southern part of the Reserve), the other part of the Reserve is covered by a Generic Plan of Management (generally being the natural area or the northern part of the Reserve)

The Part of the Reserve covered by this Plan of Management comprises of:

- Lot 2 DP 870242 - containing the reserve buildings, fishpond and maintained open spaces
- Lot 137 DP 720912 - being vegetated but vacant land with frontage to Woollamia Road.

The Reserve extent applicable to this Plan of Management is shown in Figure 4.

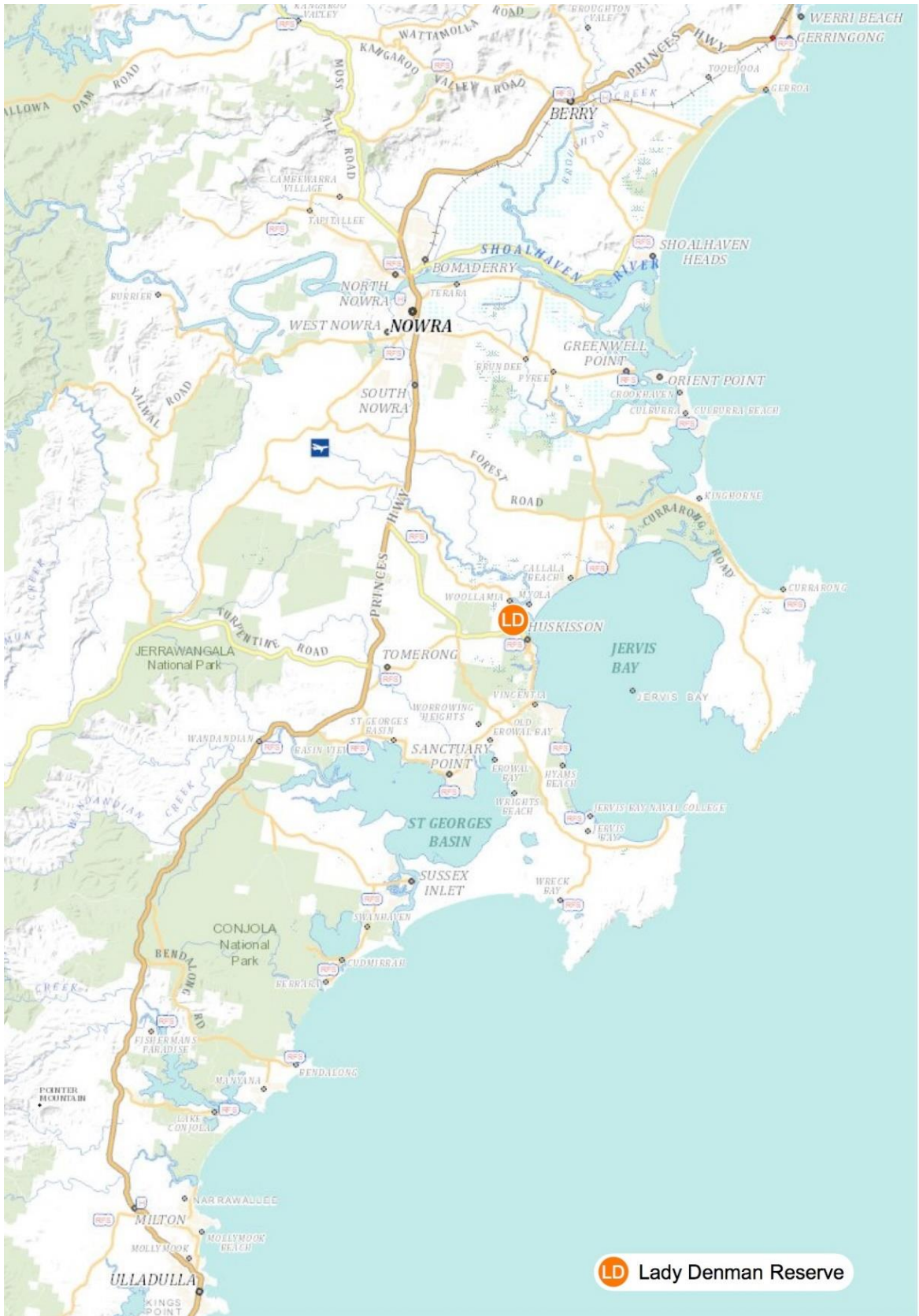


Figure 3: Lady Denman Reserve Locality Map



Figure 4: Lady Denman Reserve extent subject to this Plan of Management

2.3 Owner of the land

The Reserve is owned by the Crown, with Council being appointed as the Crown Land Manager.

2.4 Categorisation of the Reserve

The Reserve was originally notified on the Government Gazette in 1982 for 'Public Recreation', with further purposes added in 2008 including 'Community Purposes, Environmental Protection and Tourist Facilities & Services'. The Reserve has been classified as "Community" land consistent with the *Local Government Act 1993*. All land classified as Community land is required to be placed into one or more "Category" of Community land, as also defined under the *Local Government Act 1993*. In respect of the land to which this Plan of Management applies, the relevant category is **General Community Use**.

This Plan of Management categorises this part of the Reserve for the first time.



3. Legislative Context

This Plan of Management has been prepared in accordance with relevant legislation, primarily relating to the *Crown Land Management Act 2016* and the *Local Government Act 1993*. These provide the core framework to enable the future management and improvement of Lady Denman Reserve. This section also includes other relevant legislation and associated policies, regulations, guidelines and strategies.

3.1 Local Government Act 1993

Under Section 36(1) of the *Local Government Act 1993*, Plans of Management must be prepared for all Community land. In general terms, Plans of Management:

- are prepared by a council in consultation with the community
- identify the important features and attributes of the land, including how it is used at the current time
- identify how the council will manage the land
- indicate how the land may be used or developed in the future

The *Local Government Act 1993* sets out a range of associated activities and processes under various sections. A summary of the key provisions is provided in the table below, though a number of other sections also apply, generally being captured under Chapter 6, Part 2, Division 2 of the Act.

Requirement	Act Section
To prepare plans of management for all community land	35, 36(1)
What a plan of management for council owned land must include and how it is to be categorised for use	36(3), 36(4)
Community land comprising the habitat of endangered species, threatened species, significant natural features and areas of cultural significance	36A, 36B, 36C, 36D
Core objectives for management of all community land categories	36E – 36N
Process for community land that is not owned by the council (i.e. Crown land)	37, 39
A draft must be exhibited prior to adoption and may be re-exhibited if amended prior to adoption	38, 39, 40
Use and nature of community land must not change prior to the preparation of a plan of management	44

3.2 Crown Land Management Act 2016

Section 3.23(6) of the *Crown Land Management Act 2016* requires councils to adopt a Plan of Management for any Crown reserve for which it is the appointed Crown land manager, and that is classified as "Community" land under the *Local Government Act 1993*.

Section 3.23(7) of the *Crown Land Management Act 2016* also specifies an 'initial period' that ends on 30 June 2021, during which Council must adopt the first Plan of Management using the above process (i.e. this Plan of Management). This section also states that Council can

amend existing Plans of Management over existing Council owned land so that they also apply to Crown reserves (for example where "generic" Plans of Management are used across several Council owned / managed sites).

As another interim process, Section 3.23(7)(c) of the *Crown Land Management Act 2016* also enables the first Plan of Management for Crown land that is to be managed by Council to not hold a public hearing as would typically be required under section 40A of the *Local Government Act*, provided that it retains the initial category that was assigned by the Minister. As this Plan of Management retains the "General Community Use" category a public hearing is not required to be undertaken.

After 30 June 2021, any Plan of Management that is prepared must meet all the requirements of the *Local Government Act 1993*. This Plan of Management meets these requirements while also taking guidance from the Principles of Crown land management as outlined below.

Crown Land Management Act 2016 principles of Crown land management:

(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, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

3.3 Other relevant legislation and statutory controls

In addition to the legislative directions established via the *Local Government Act 1993* and *Crown Land Management Act 2016* as outlined above, there are also a number of broader strategic directions that have been established by Council and others which are also important to the Plan of Management at the site-specific level. These are highlighted below.

3.3.1 Strategies and Other Planning Documents

Shoalhaven Destination Management Plan 2018-2023

One of the key experiences identified for the Shoalhaven in the 2018 - 2023 Destination Management Plan, is that of *unique and character filled small towns and villages* which includes Huskisson. Lady Denman Reserve has a lot to offer regarding the consumer appeal of *tree-lined and waterfront towns and streets with historical buildings and unique boutiques, café culture, local artisans, museums and galleries*. This includes another key experience: *National Parks and iconic walking tracks*. While not a widely recognised aspect of the site, parts of the Reserve, including the adjoining mangrove board walk and Huskisson/ Woollamia shared pathway, are part of the network of walks in the Huskisson/ Woollamia area.

The Reserve also provides a unique opportunity to continue to hold a range of events, due to its location and infrastructure provision. As identified in the Destination Management Plan, this includes opportunity for nature based and food & wine events in the Shoalhaven.

Shoalhaven Local Environmental Plan 2014

The Shoalhaven Local Environmental Plan (LEP) 2014 is the primary land use planning document that applies to the Shoalhaven LGA, and therefore to the part of the Reserve subject to this Plan of Management. Under the Shoalhaven LEP 2014, the majority of the Reserve subject to this Plan of Management (Lot 2 DP 870242) is zoned RE1 Public Recreation, while a small area is zoned E2 Environmental Conservation. Lot 137 DP 720912 is zoned SP2 Infrastructure (Public Purposes). The objectives of these zones, which use of the Reserve will comply with as relevant, are included below:

Zone RE1 Public Recreation

Objectives of zone:

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

Zone E2 Environmental Conservation

Objectives of zone:

- To protect, manage and restore areas of high ecological, scientific, cultural or aesthetic values.
- To prevent development that could destroy, damage or otherwise have an adverse effect on those values.
- To protect water quality and the ecological integrity of water supply catchments and other catchments and natural waterways.
- To protect the scenic, ecological, educational and recreational values of wetlands, rainforests, escarpment areas and fauna habitat linkages.
- To conserve and, where appropriate, restore natural vegetation in order to protect the erosion and slippage of steep slopes.

Zone SP2 Infrastructure

Objectives of zone:

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.

Other key site-specific controls associated with the Reserve under Shoalhaven LEP 2014, as well as associated natural hazard constraints, include:

- **Terrestrial Biodiversity:** Incorporating areas of mangrove habitat along Currumbene Creek and native vegetation around the eastern and northern boundary, including a small area to the west of the museum complex (refer Figure 6).
- **Riparian Lands and watercourses:** Incorporating areas of mangrove habitat along Currumbene Creek and native vegetation around the eastern and northern boundary with some overlap with Terrestrial biodiversity (refer Figure 6).

- Acid sulfate soils: Including areas where there is risk of acid sulfate soils being close to the ground surface and which may become unstable when exposed to the air (refer Figure 7).
- Heritage: A number of listed heritage items and places are located within the Reserve. These include (refer Figure 8):
 - Lady Denman Heritage Complex (incl. Former Relocated St Georges Basin School Building and former Woollamia Union Church (Significance: Local)
 - Lady Denman Ferry (Significance: State)

It is noted that an amendment to Shoalhaven LEP 2014 associated with heritage listings is on exhibition as at August 2020. This will amend the boundary of the heritage listing to match the western site boundary and correct outdated lot references. An additional four vessels located on the site (the Crest, Kingfisher, Porthole, Seabee Runabout vessels) are now also proposed to be specifically referenced in the heritage item.

- Endangered Ecological Community (EEC): Council’s vegetation mapping shows there is an EEC (Bangalay Sand Forest) located on the site along with a threatened fauna sitting on the adjoining land to the north of the Reserve (refer Figure 10).

The Reserve, being within a coastal environment (refer Figure 9), is also subject to flood events the frequency and intensity of which is anticipated to worsen with the impacts of climate change and sea level rise over the longer term. All of the Reserve, with the exception of the roadside edge on the easternmost portion is identified within flood planning mapping for the LGA.

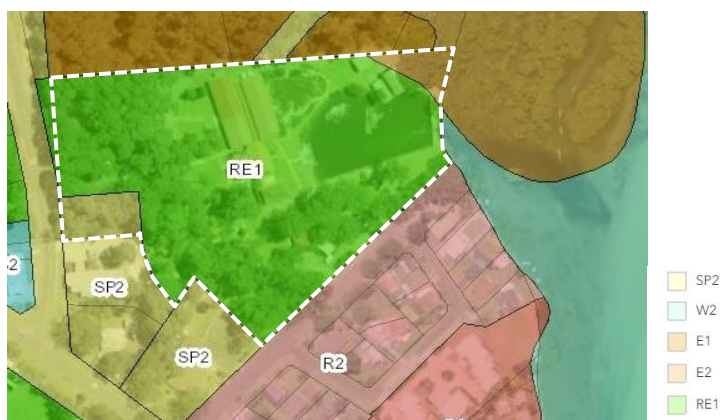


Figure 5: Land use zoning



Figure 6: Vegetation and biodiversity



Figure 7: Acid Sulphate Soils



Figure 8: Heritage



Figure 9: Coastal environment and use



Figure 10: EEC area

3.3.2 Site Specific Directions

Council and the Site Manager (Lady Denman Heritage Complex Huskisson Inc.) have undertaken both generic and detailed site-specific planning for the Reserve. These are based on:

- Strategic Business Plan (Jervis Bay Maritime Museum Business Plan 2018-2022) covering the majority of the Reserve which was first prepared in 2016 and updated in 2018
- Management Agreement covering the majority of the Reserve also came into effect in 2019 with the Site Manager being the Lady Denman Heritage Complex Huskisson Inc.

Jervis Bay Maritime Museum Business Plan 2018-2022

Vision statement: *To be the best regional maritime museum, telling the stories of Jervis Bay, its communities, history, heritage vessels, environment, and internationally significant navigational and surveying instruments. To be a cultural hub for the local community.*

The Plan identifies specific projects which require funding to improve the Museum experience, address aging infrastructure and other activities which can increase facility use, stakeholder engagement and revenue generation. These include:

The short-term goals:

- *Increased visitation: improved temporary exhibition programming, supported by travelling exhibitions for diverse audiences*
- *Increased participation at events – a minimum three events per year*
- *Increased revenue generation through venue hire/weddings – focused marketing*
- *Improved revenue generation through admissions, audience development*
- *Rigorous financial over-sight to manage budgets within in +/-5%*
- *Effective resource alignment – staff and volunteers*
- *Policy review and systems – including WHS systems*

The medium and long-term goals:

- *Seek Grants to complete replacement of the History Gallery with interactives, audio-visuals and improved content and narrative structures*
- *Infrastructure upgrade – museum standard lighting, finishes replacement, environmental controls*
- *Pond Redevelopment – create a living estuary environment with natural tidal flows and improved aesthetic of the pond as an attractive backdrop for events and public programs, including small boat access and board-walk access.*

Management Agreement (2019)

The Management Agreement which applies to the Reserve area appoints Lady Denman Heritage Complex Huskisson Inc as the Site Manager for an initial term of 20 years (1 July 2019 – 30 June 2039) unless extended or ended earlier as allowed under the agreement.

The Agreement covers roles and responsibilities for the operation and management of the Jervis Bay Maritime Museum and Reserve site including leases (Council to grant and manage) and licences (the Site Manager may grant and manage) as well as asset management and maintenance. While the Site Manager is responsible for the oversight of maintenance, repair and replacement of the Reserve's assets, overall management responsibility including sourcing of funding for works is in partnership with, but lead by, Council. Management is also guided by the JBMM [Jervis Bay Maritime Museum] Asset Management Plan.

3.3.3 Other Legislation

Aboriginal Lands Rights Act 1983 (NSW) & Native Title Act 1993 (Commonwealth)

It is noted that part of Lot 137 DP 720912 is the subject of Aboriginal Land Claim No. 25675 under the *Aboriginal Lands Rights Act 1983*. The outcome of the Claim has not been determined as of July 2020.

The Reserve is also part of the South Coast Peoples Native Title Determination Area lodged with the Federal Court and accepted by the Native Title Registrar on 31 January 2018.

The *Crown Lands Management Act 2016* requires Council to nominate a "Native Title Manager" to provide advice on conducting activities which may impact Native Title. Written advice from the "Native Title Manager" is also required for Plans of Management.

Known Aboriginal Places should be registered on the Aboriginal Heritage Information Management System (AHIMS) and are protected by the *National Parks & Wildlife Act 1974*. Three Aboriginal site have been recorded on or near Lot 2 DP 870242 though the precise location of these is not disclosed in this document. Future detailed planning for the site will need to ensure that this is carefully considered in site design. Appropriate assessment including an Aboriginal Heritage Impact Permit (AHIP) will need to be undertaken with respect to detailed project planning where any impacts are anticipated.

Due Diligence Assessment for the Protection of Aboriginal Objects was carried out by on-site Cultural Heritage Management in 2019, (Assessment No: A075) on behalf of the Jervis Bay Maritime Museum (LDHCH)

Development / Activity related legislation

A range of other legislation also applies to the management of public land. Application of these will typically depend on the activities or uses being undertaken, and the attributes of the land - for example, the presence of native vegetation. Legislation that is typically relevant to the land management process includes:

- *Environmental Planning & Assessment Act 1979* and the Environmental Planning Instruments (EPIs) that it enables including:

- Shoalhaven Local Environmental Plan (LEP) 2014 (as discussed in Section 3.3.1 above)
- Shoalhaven Development Control Plan (DCP) 2014
- relevant State Environmental Planning Policies (SEPPs), including *SEPP (Infrastructure) 2007*, *SEPP (Exempt and Complying Development Codes) 2008*, *SEPP (Vegetation in Non-Rural Areas) 2017* and *SEPP (Coastal Management) 2018*
- o *Coastal Zone Management Act 2016*
- o *Biodiversity Conservation Act 2016*
- o *Rural Fires Act 1997*
- o *Environment Protection and Biodiversity Conservation Act 1999* (Commonwealth)
- o *National Parks & Wildlife Act 1974*
- o *Heritage Act 1997*

3.3.4 Reclassification

This is the first time the land has been classified as "Community" land under the *Local Government Act 1993*. As such there is no intention to reclassify the land at the current time.

3.3.5 Review of this plan

This Plan of Management is to be reviewed after a 10-year period.

3.3.6 Community consultation

The development of this Plan of Management has built on previous consultation and engagement relating to business planning for the site and is consistent with Council's 2027 Community Strategic Plan (2018). Further consultation has also been undertaken with Council and the Site Manager in the preparation of this Plan of Management.

In addition, this Plan of Management will be exhibited in its draft form in accordance with Section 38 of the *Local Government Act 1993*. This will entail Council giving public notice of the draft Plan, exhibiting it for a minimum of 28 days, and providing an opportunity for the community to respond for a period of not less than 42 days.

Under Section 40A of the *Local Government Act 1993*, Council is also required to hold a public hearing where the category of land is to be altered. However, Section 3.23(7)(c) of the *Crown Land Management Act 2016* also states that if the Plan of Management does not add, change or alter the initial assigned categories that were made by Council a public hearing is not required. As the category remains the same as the initial assigned category, being General Community Use, a public hearing does not need to be held.

[NOTE: THIS SECTION WILL BE UPDATED TO REFLECT THE OUTCOMES OF THE EXHIBITION PERIOD PRIOR TO ADOPTION]

4. Existing Use and Broad Future Directions

This section provides an overview of the current and future use of the site in general terms. It has a particular focus on the existing situation and the broad opportunities for the future. Part 2 of this document also provides greater detail as to the future ongoing development and management priorities, key issues to be considered and a management framework for the Reserve.

4.1 Overview

Council is responsible for a broad range of public land, including land owned by Council, as well as Crown owned land for which Council has management responsibilities. Council manages these reserves through a range of in-house services delivery teams that undertake general maintenance and improvements over time as well as administer various management agreements - including the overarching Management Agreement with the Site Manager.

Council also operates an asset management framework that seeks to meet its legislative and regulatory requirements which emphasise prudent resource usage whilst limiting impact on natural resources. In this case Council's asset management requirements for built assets, including buildings and structures are included in the Asset Management Plan prepared by the Site Manager as delegated under the Management Agreement. Both the current and future assets within the Reserve would be subject to this management regime.

4.2 Existing Site and Asset Condition

4.2.1 General Features

The Reserve's location on the edge of the Huskisson urban area and setting next to native vegetation and the vegetated tidal zone of the Currambene Creek dominate and define its setting. The manmade elements led by the Museums and Galleries building complex are the central focus. In addition to the main Museums and Galleries buildings, a number of ancillary and heritage buildings are also contained on the site, along with a central protected fish enclosure, landscaped gardens, seating, BBQ areas, lighting, footpaths and the like. The Reserve is accessed via two main vehicular access points, from Woollamia Road to the west and Dent Street to the south, which is complemented by formal and informal pedestrian access points.

4.2.2 Existing Buildings and Other Features

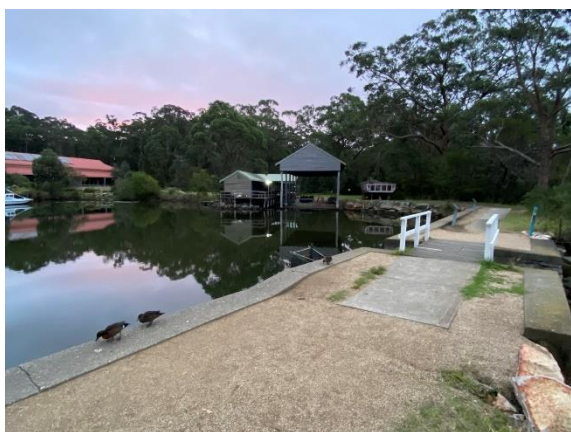
The Reserve buildings and other infrastructure most notably includes the Jervis Bay Maritime Museum and Gallery which was renamed in 2015 from the Lady Denman Museum and Heritage Complex, and the Museum of Jervis Bay, Science and the Sea. The Reserve is open to the public, with paid access to the Museum and the Halloran Collection presented in the Science and the Sea Gallery, which are generally open daily from 10am to 4pm. Key building and features of the site are shown in site images at Figure 11 and Figure 12.



View looking south west towards old school building and open air boat display/repair area



Seating and fish feeding area over the manmade 'fishpond'



Path to boat shed and boardwalk across the eastern end of the 'fishpond'



Old Woollamia Church building on the western side of the Reserve



Boat sheds on the northern edge of the 'fishpond'



Covered gazebo / stage / BBQ area on northern side of the 'fishpond'

Figure 11: Existing buildings and other site features



View South west to the main building across the 'fishpond'



View of the southern end of the main museum building



Main entry feature at entrance to Museums and Galleries



View of eastern entrance to museum building - along path from Keith Moore Habitat Garden



View looking north-east across drainage swale towards main entry to museum building



View from deck of museum building to the east across Keith Moore Habitat Garden (fishpond behind)

Figure 12: Existing buildings and other site features

Further details of existing facilities and services are provided in the following tables, with an existing site plan showing all buildings and site context provided at Appendix A.

4.2.3 Use of the land and structures

Facility	Details
<p>Jervis Bay Maritime Museum and Gallery</p> <ul style="list-style-type: none"> ○ Lady Denman Ferry area ○ Vera Hatton Gallery and the Kingfisher Gallery ○ Theatrette ○ Preservation Room ○ Gift Shop ○ Visitors Information Centre 	<p>Long Gallery and Ferry – Home of the heritage listed Lady Denman Ferry and associated Long Gallery which runs alongside the ferry space. The space is available for hire as a unique informal stand-up area as well as being a key attraction associated with the Museum.</p> <p>Vera Hatton Gallery and the Kingfisher Gallery– The Galleries host a variety of changing home-grown and traveling exhibitions. The space is contained over a single room of more than 100m² of space. The Gallery can be hired for exhibitions, events and like activities.</p> <p>Theatrette – The theatrette is designed to host meetings, conference or presentations and can be hired by the public. It contains projector, screen, and integrated audio and wireless connectivity.</p> <p>Preservation Room – Containing climate controlled and open air storage and workspaces for research, cataloguing and maintenance of the collections.</p> <p>Gift shop – Main entry and gift shop area providing a range of specialist and general merchandising associated with the facility and Jervis Bay area.</p> <p>Visitors Information Centre - Located at the building entry.</p>
<p>Museum of Jervis Bay, Science and the Sea</p> <ul style="list-style-type: none"> ○ The Halloran Collection: Science and the Sea ○ Surveyors Gallery ○ Halloran Archives (upstairs rooms) 	<p>The Halloran Collection: Science and the Sea – Is an internationally significant collection which provides a diverse assortment of objects ranging from a world-renowned collection of navigation instruments to naval swords, maritime artefacts and artworks.</p> <p>Surveyors Gallery – Features a collection of surveying instruments originally belonging to HF Halloran, an influential town planner and developer in NSW during the first half of the 20th century. His son Warren developed the collection into one of international significance.</p> <p>Halloran Archives (upstairs rooms) – A significant collection of business papers and other artefacts comprising a singular historic business archive for the Shoalhaven and other land development areas and including a reference library - Henry Powell Library.</p>
<p>Jervis Bay History Gallery</p>	<p>Located in the original building, the Gallery outlines the history of the local Jervis Bay area including the story of the Shoalhaven Aboriginal people and the early days of settlement when shipbuilding at Huskisson became the first major industry.</p>

Facility	Details
Administration and storage spaces	The buildings contain several administration and storage spaces, including those used for administering the Reserve, the Museums and Gallery, research and restoration projects, as well as archives for the storage of artefacts and documents.
Vessel restoration area <ul style="list-style-type: none"> ○ Timber framed building partially over fishpond ○ Slipway and open style covered area where current projects (boats) are located ○ Timber boat carcass demonstrating structural make-up of boat 	A strong component of the day to day activities from a boat building perspective. Provides for an extensive outdoor restoration space with access to the fishpond. Includes the Alf Settree Boatshed in celebration of the master ship builder of the local area. Alf was heavily involved in the early set-up and development of the then Lady Denman Museum and supervised the construction of the boatshed.
Fishpond <ul style="list-style-type: none"> ○ Man-made fish enclosure with controlled water release to Currambene Creek 	The fishpond is a gazetted Fish Reserve, managed by the Reserve and the New South Wales Department of Fisheries. It is a tidal enclosure providing a habitat for species from several habitat zones in Jervis Bay. Fish feeding is allowed at the Pond, but only using fish food provided.
Other Heritage buildings <ul style="list-style-type: none"> ○ Former school buildings ○ Former Woollamia Church 	Two former school buildings (from original Wandandian and St Georges Basin Public Schools and relocated to site in 1993) are now used by community groups (such as the Jervis Bay and Basin Arts Inc.) and for other Reserve activities, including for hire for workshops, seminars and meetings. Former Woollamia Church (constructed in 1935 and moved to the site in 1995) is used occasionally for meetings and events (e.g. small weddings).
Maintenance Workshop	This large steel building measuring approximately 9.0 x 14.5m and is located on the western boundary of the site (adjoining Woollamia Road). The shed is connected to power and stores machinery, tools, a paint locker, general storage and a kitchen with cold and hot water.

Facility	Details
Pavilion	An open sided undercover area including an electric BBQ and built in edge seating. The pavilion is set within an open grassed area with views over the fishpond, the Keith Moore Habitat Garden and the Boathouse/restoration area. It can be hired for events and activities such as outdoor wedding ceremonies, parties, family occasions and outdoor classes.
Picnic Areas	The western side of the museums/galleries building hosts a large grassed picnic space and open area with several tables and seating, as well as a BBQ shelter. An open grassed drainage swale runs through the area, directing water past the northern side of the museums/galleries building.
Wirreecoo Wildflower Garden	Established in 1985 by members of the Australian Plant Society (Nowra Group), much of the garden was destroyed by bushfire in 2001, with reconstruction being undertaken and a theme adopted - "Linking Local Flora to Fauna" to highlight the connection of local wildlife to indigenous plants of the area.
Keith Moore Habitat Garden	Developed as an Australian native garden located on the eastern side of the main museums/galleries building and implemented in 2007 using native plants and based on a Jervis Bay design theme. The area expanded on a smaller wetland/frog habitat and is an accessible garden adjoining the fishpond and restoration areas.
Aboriginal Arts and Crafts shop	The Aboriginal arts and crafts shop sells art works and artefacts by the local Timbery family and others.
Amenities Block	A public amenities block is located on site and is maintained by Council rather than the Site Manager. The aging facility contains men's and women's facilities, as well as a separate disabled toilet and storage.
Mangrove boardwalk and bushwalking trail	The boardwalk is a 1.4km elevated walk through the mangrove community on Currambene Creek which is outside of the part of the Reserve that is subject to this Plan of Management but is part of the wider Lady Denman Reserve. From the Boardwalk visitors can see Grey Mangroves, River Mangroves, bird species, crabs and other flora and fauna. A bushwalk trail is also located to the west of the boardwalk and north of the museums/galleries building.

4.2.4 Permitted Use and Future Use

As outlined, the Reserve contains several buildings and other infrastructure which is used by a number of groups, most notably housing the Museums and Galleries. Warren Halloran was an important and long-term stakeholder in the Reserve. It is noted the Executors of the Estate of Warren Halloran advised the licence that existed in conjunction with building space within

the Reserve, between Warren Halloran and Council, terminated when Warren Halloran passed away in January 2020.

Core users of the site, or parties with an interest in the site, include:

- NSW Government - who own the land which is managed as a Crown Reserve
- Shoalhaven City Council - who manages the Reserve as Crown Land Manager under the *Crown Land Management Act 2016*
- Lady Denman Heritage Complex Huskisson Inc. - who are the Site Manager and operate the facilities located on the site on behalf of Council, including the Museums and Galleries (under the Management Agreement)
- Halloran Collection Committee - who are appointed by the Incorporated Body and are an advisory body for the Jervis Bay Trust Fund (JB Trust) (including the "Halloran Collection")
- Djiriba Waagura - who hold a short-term licence and conduct a range of experiences that aim to revitalise and strengthen Aboriginal cultural on the NSW South Coast

Others have occasional use of the site and these relationships, activities and the role of various parties are identified throughout this document.

The Reserve holds a range of activities and events, some being regular and others being one off or more ad-hoc in nature. These include, or have previously included:

- Jervis Bay Maritime Museum Produce and Craft Markets: Held on the first Saturday of the month. During summer months, October – April these are Twilight Markets (3-7pm) and in the winter they are morning markets (10-3pm). Stalls include a range of arts and crafts, home wares, gifts and local produce. Live music is also often on offer.
- Jervis Bay Maritime Museum: the main building on site housing the ferry, shop, various galleries and the museum itself
- Art exhibitions: including the various Author Boyd exhibitions, photographic exhibitions, as well as numerous local and regional artists
- Music and cultural events such as the Women's Wellness Festival and Winter Sea Change Festival and jazz concerts
- Children's events including book launches / readings
- Antiques Fair and other like events
- Regular community group activities including U3A, art classes and Yoga groups who regularly use the Classrooms and a range of senior's organisations who use the site for outings and picnics
- Education Sector use both the Museum and the site for a range of educational purposes
- Private functions such as food & wine events, birthday parties and weddings utilising the gardens/ grounds, old Woollamia Bush Church and outdoor pavilion
- Other bookings and functions associated with the range of buildings on offer.

At the current time, uses are undertaken within the Reserve in accordance with relevant policies and procedures of Council. Permissibility of uses are guided by the Shoalhaven LEP 2014, the public purposes of the reserve (being "Public Recreation and additional purposes of

Community Purposes, Environmental Protection, Tourist Facilities and Services”) and the needs of the broader community.

Formal use of the site is generally managed in accordance with Management Agreement and lease and licence arrangements as outlined in Section 3.3.2 and Section 6.

In the future, there is potential for the scale and intensity of use of the Reserve to increase over time. These uses would generally be as identified by the Business Plan and Reserve Future Use Plan included at Appendix A, along with any subsequent investigations and processes to implement activities identified in this Plan of Management. These uses will most likely include:

- Retention of all current uses, generally in the same or similar locations to existing
- Expansion of current use to include a range of new related activities including community, cultural and tourism focussed commercial uses associated with the redevelopment of identified facilities, for purposes such as café / dining, events, small scale retail or related uses, health and wellbeing practices, and the like.



Part 2: Achieving Desired Directions



5. Rationale and Direction for Future Use

This section establishes the rationale for why the proposed future directions for the Lady Denman Reserve are being pursued. In doing so it considers the way that the land has been categorised and the public purposes which have been established. It also explores the key issues with the site and how these are to be managed into the future.

This section is supported by and references the Future Use Plan included as Appendix B.

5.1 Introduction

5.1.1 Identification of Land Category

As previously outlined, the part of the Lady Denman Reserve (formally known as Crown Reserve 96376) covered by this Plan of Management is categorised as "General Community Use". This category provides for a relatively wide range of functions, which best encompasses the variety of activities and uses that occur across the Reserve at various times of the year. There are a number of "core objectives" that are associated with this category that are to be met in considering current and future use potential as outlined below.

Core objectives for management of community land categorised as general community use

The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:

- (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and*
- (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).*




5.1.2 Key Statutory Guidance

The Reserve is subject to a range of statutory controls, from the overarching public land management guidance (refer to Section 3 above), through to the *Environmental Planning & Assessment Act 1979* which establishes local, regional and state land use planning frameworks.

Subject to compliance with all relevant legislation and budget availability, Council may use or construct (or approve use or construction by others) facilities on the Reserve. The purpose of all use and facilities shall support the core objectives of the "General Community Use" land category and must have Council's "Native Title Manager's" written advice in relation to Native Title and Aboriginal Land Claims.

5.2 Key Values and Site-Specific Objectives

The Lady Denman Reserve is valuable to the community for a number of reasons. The core Reserve values are highlighted below.

 <p>Cultural and Touristic Values</p>	<p>Lady Denman Reserve houses museums and galleries which are an important tourism drawcard for the area including the Heritage listed Lady Denman Ferry as the centrepiece. The Reserve also plays an important role in the interpretation and sharing of Aboriginal culture and history, for both tourists and the local community.</p>
 <p>Social and Economic Values</p>	<p>Lady Denman Reserve is a key recreational and community hub for events and recreational activities, forming an important part of the social fabric of the Shoalhaven community. The site generates direct employment, and visitors to the museums, galleries, other facilities and events provide economic stimulus.</p>
 <p>Recreation and Natural Values</p>	<p>The Reserve comprises a range of outdoor public spaces and connections that are used for passive recreation - such as walking and cycling. The creek frontage, pond foreshore, gardens and native vegetation connecting within and beyond the site present opportunities to connect with nature.</p>

Key objectives that will drive the future use and development for the Reserve, are:

- i. Make attractive and accessible facilities available to locals and visitors to present the natural environment, maritime and cultural heritage of Jervis Bay and its surrounds
- ii. Encourage visitation to the Reserve by leveraging the reputation of the existing museums and galleries infrastructure as a unique local, regional, state and national facility
- iii. Encourage visitation for the purposes of nature-based experiences
- iv. Encourage visitation through the addition of uses and events that are attractive to the local community, as well as local through to international tourism
- v. Continue to support the Reserve as a cultural and community hub for the local area, that can be more widely recognised and utilised by the local community
- vi. Develop and improve access to the Reserve to create a more dynamic and cohesive Reserve environment for the community, tourists, visitors and events opportunities
- vii. Provide a platform for developing a level of financial sustainability for the Reserve and which meets its asset management needs into the future.

These objectives build on and apply over and above the “General Community Use” Core Objectives that apply to Reserve.

5.3 Development and Use

This Plan of Management enables the development and use of the Reserve, consistent with the:

- Land use zoning of the site under Shoalhaven LEP 2014 and relevant provisions of Shoalhaven DCP 2014
- Public purposes of the Crown reserve (being “Public Recreation with the Additional Purposes of Community Purposes, Environmental Protection, Tourist Facilities and Services”)
- “General Community Use” land category assigned to the site under this Plan of Management and in accordance with the *Local Government Act 1993*
- This Plan of Management
- Future Use Plan (as presented in this Plan of Management)
- Jervis Bay Maritime Museum Business Plan 2018-2022
- Management Agreement (2019) between Shoalhaven City Council (as the appointed Crown Land Manager) and the Lady Denman Heritage Complex Huskisson Inc. (as the Site Manager)
- Wider Council planning priorities and direction

The intent of the Future Use Plan (refer Appendix B) is to respond to the key values and site-specific objectives outlined Section 5.2 above. Key directions include:

- Balancing cultural use and natural attributes of the site: By acknowledging the waterfront location and facilitating a wide range of uses and functions in a relatively compact area, the longer-term retention and expansion of the Museum operations can be integrated with and protect adjoining natural areas. This may include the opening of the fishpond to Currumbene Creek following appropriate best practice guidance and in accordance with required approvals.
- Consolidating use areas: A range of opportunities exists to be more interconnected and to see creation of consolidated precincts within the site. Areas near the fishpond are more amenable to events such as markets, weddings or “long table’ pop up lunches and dinners, whilst potential expansion of indoor cultural spaces to the south and west of the main building would consolidate Aboriginal cultural tourism, arts and maritime heritage facilities.
- Integrating the site and its surrounds: The area currently contains some relatively disconnected facilities, with poor wayfinding to adjoining areas and engagement within the site. This could be assisted by improved access arrangements, signage and reinforcement of use areas.

Other minor development may also be required from time to time that is not directly identified by the Future Use Plan or this Plan of Management. Such development should be integrated with the directions and intent of the Future Use Plan so as to not impact on its future implementation or intended outcomes.

Provided development and use is consistent with the requirements outlined above, this Plan of Management does not prevent the implementation of infrastructure under the following:

- *State Environmental Planning Policy (Infrastructure) 2007* - provides for certain infrastructure developments to be “exempt development”, “complying development”, “development permitted without consent” or “development that is permitted with consent”. Division 12 of the SEPP applies to parks and other public reserves and includes a wide range of infrastructure developments for sport and recreation activities.
- Division 1 of Part 2 of *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* - provides for a range of activities to be exempt including:
 - Temporary event signs
 - Community notice and public information signs
 - Tents, marquees or booths for community events
 - Stage or platforms for community events

5.4 Key Management Issues

Based on consultation activities associated with the Reserve and its various uses over several years, along with direct consultation undertaken in the preparation of this Plan of Management with the Site Manager and other stakeholders, there are a number of key management issues that have been identified. In addition to the ongoing protection, management and maintenance of the site, these key issues primarily relate to enabling or supporting the key values identified in Section 5.2 above.

With a spatial framework in place as generally set out in the Future Use Plan included at Appendix B, this section seeks to establish the directions for key management issues to enable the progression of this plan in a managed and co-ordinated way. This then leads into the overall Management Framework which takes the form of the Implementation Action Plan presented in Section 7 of this Plan of Management.

Management Issue	Description	Desired Direction
1. Maintain and grow tourism and events uses	<p>The central attraction of the Reserve are the museums and galleries which are a tourism drawcard for the area.</p> <p>The wider site is also a popular location for events and hosts a range of markets, music, and cultural events.</p> <p>Small private functions also occur in part of the Reserve such as weddings.</p>	<p>Implementation of the Plan of Management (and supporting documents, such as the Management Agreement and Jervis Bay Maritime Museum Business Plan) in coordination and support with Council’s tourism and community development areas to increase visitation numbers and events.</p> <p>Events permitted via the booking process, where consistent with this Plan of Management and subject to approval where required (i.e. for larger scale events).</p> <p>Council policy regarding alcohol in public places also applies including applications for licences and exemptions.</p>

Management Issue	Description	Desired Direction
<p>2. Improve usage of infrastructure</p>	<p>The Reserve contains a variety of community buildings such as the church, old school rooms and the museums and galleries buildings as well as outside spaces.</p> <p>Use of these could be improved to cater to broader spectrum of the community and improve the 'cost per visit' of the running and maintenance of the Reserve.</p>	<p>Collaborative approach to management, consistent with Council policies and the Site Manager's role.</p> <p>Implementation of the JBMM Business Plan for the Reserve in addition to support for ongoing and casual user groups, programming of events and promotion of the site, as well as coordination across various internal Council units.</p> <p>Usage of available spaces to be taken into account in any planning for modification or additional infrastructure.</p>
<p>3. Administer Management Agreement</p>	<p>Management of the Reserve (excepting some obligations regarding assets) is delegated to the Site Manager under a Management Agreement.</p> <p>Administering this agreement requires ongoing communication and coordination between the Site Manager and Council.</p>	<p>Clear contact points are available within Council and the Site Manager, including two-way communication approach to administration and implementation of the Management Agreement.</p>
<p>4. Manage user groups, leases and licences</p>	<p>The Reserve has a range of user groups and lease and licence holders associated with it in addition to the Site Manager.</p> <p>The administration of appropriate agreements and arrangements enables access in a fair and transparent manner.</p>	<p>Ensure the appropriate agreements (or alternative agreed arrangements) are in place, responsibility for management of the agreements is clear and ongoing compliance with terms is monitored.</p> <p>Aim to enable access in a safe and coordinated manner as well as provide a clear understanding of roles and responsibilities e.g. maintenance, conflict with other uses, costs etc.</p>
<p>5. Improve promotion and awareness</p>	<p>The Reserve caters for both locals and visitors. Consistent and accessible information both on site and online regarding availability of spaces, permitted activities and wayfinding signage to ensure equitable access are important to ensure the area is used to its full potential.</p>	<p>Increase community awareness of the Reserve including natural areas, open space resources, facilities available to the community as well as the offerings of the museums and galleries.</p> <p>This may include ensuring identifying signage, availability of accurate information online, and promotion and programming of activities and uses.</p>

Management Issue	Description	Desired Direction
6. Integrate, protect and enhance natural features	A variety of natural and modified vegetation types and plantings form important parts of the Reserve from planted gardens to remnant established native vegetation.	Maintenance regime, planting, infrastructure provision and permitted access, use or development is reflective of the status of the vegetation present with involvement by volunteer groups encouraged.
7. Manage water movement	The site contains a number of drainage lines and easements as well as being flood prone. The Fishpond area has been identified as in need of proactive management and remediation due to its proximity to the pristine waterways of the Currambene Creek and Jervis Bay.	Use and development is considerate of water and its movement in the landscape and maintenance is adaptable to changing seasonal conditions. Options for rehabilitation and opening of the Fishpond to be investigated. Development and use consistent with site constraints such as flooding and stormwater flows.
8. Integrate, protect and enhance Heritage and culture	The Reserve is subject to Heritage provisions and contains heritage listed items such as the Lady Denman ferry which need to be considered in the ongoing maintenance and development. Historic connection and long-term use of the Reserve by local Aboriginal families and elders.	Maintenance, conservation and any development works that are conducted are able to satisfy all relevant heritage requirements, which may include strategies, studies, other Council policies and approvals processes (including under the <i>Heritage Act 1977</i>). Continued collaboration with the local Aboriginal families and other Aboriginal groups who are connected with the Reserve.



6. Leases, Licences and Other Estates

This Plan of Management expressly authorises Council to grant leases, licences and/or temporary licences for activities provided that:

- The lease or licence is consistent with this Plan of Management (including the Future Use Plan included at Appendix B)
- The purpose is consistent with the public purposes of the Reserve
- the purpose is consistent with the core objectives for the “General Community Use” category of the Reserve
- The lease, licence or other estate is permitted as described in Section 46 of the *Local Government Act 1993* or Part 4 Division 3 of the *Local Government Regulations 2005*
- The issue of the lease, licence or other estate and the provisions can be validated by the provisions of the *Native Title Act 1993*. For Crown land which is not excluded land this requires written advice from one of Council’s Native Title Manager that it complies with any applicable provisions of the native title legislation
- The lease, licence or other estate is prepared and advertised in accordance with the provisions of the *Local Government Act 1993*, specifically Sections 46, 46A, 47, & 47A-D and/or the *Local Government Regulations 2005*
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.

Existing leases, licences and other estates that are authorised under this Plan of Management include:

- Lady Denman Heritage Complex Huskisson Incorporated - Site Manager
- Djiriba Waagura - Aboriginal cultural programs and experiences

7. Implementation Action Plan

This section provides an ongoing management framework for the implementation of this Plan of Management. This framework is identified through the "action plan" presented overleaf, which includes the minimum requirements of the *Local Government Act 1993*.

References to various elements included within the Implementation Action Plan are further explained below:

Management Issue: Refers to the issues identified in Section 5.4 of the Plan of Management.

Objectives and Performance Targets: Refers to the objectives for General Community Use that are nominated in Section 5.1.1, and for the site specifically in Section 5.2. It also provides performance targets that can be used to measure outcomes. This is in accordance with Section 36(3)(b) of the *Local Government Act 1993*.

Means of achievement of objectives: Refers to options available to undertake actions that seek to meet the objectives. This is in accordance with Section 36(3)(c) of the *Local Government Act 1993*.

Manner of assessment of performance: Refers to the ways that performance or success of the management process will be measured. This is in accordance with Section 36(3)(d) of the *Local Government Act 1993*.

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Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
<p>1. Maintain and grow tourism and events uses</p>	<p>Core Objectives: GCU (a) (b) Plan of Management Objectives: (i) (ii) (iii) (iv) (v) (vi) Performance Targets:</p> <ul style="list-style-type: none"> ○ Increase visitation rates to the area ○ Increase the number of events undertaken within or adjoining the Reserve 	<ol style="list-style-type: none"> 1. Maintenance of current facilities prior to new development 2. Development of new facilities that meet user requirements and in accordance with the intent of the Future Use Plan 3. Provision of specific infrastructure to facilitate future use opportunities 	<ul style="list-style-type: none"> ○ Tourism data for the area ○ Number of events held within or adjoining the Reserve ○ Services provided for event purposes
<p>2. Improve usage of infrastructure</p>	<p>Core Objectives: GCU (a) (b) Plan of Management Objectives: (i) (ii) (iii) (iv) (v) (vi) Performance Targets:</p> <ul style="list-style-type: none"> ○ New and existing facilities are able to be integrated through careful site planning and detailed design ○ Ongoing operation of the site is well co-ordinated, promoted and meets public and user needs 	<ol style="list-style-type: none"> 1. Business planning continues to be undertaken to review future opportunities associated with the Museum to identify future use directions, reuse of existing space and re-development of buildings / infrastructure 2. Ongoing review and design work involves relevant user groups and community 	<ul style="list-style-type: none"> ○ Implementation of Business Plan ○ Development and use in accordance with Future Use Plan

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Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
3. Administer Management Agreement	<p>Core Objectives: GCU (a) (b)</p> <p>Plan of Management Objectives: (i) (ii) (iii) (iv) (v) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ○ Site Manager and Council have clear and defined roles established under the Management Agreement 	<ol style="list-style-type: none"> 1. The Management Agreement is reviewed and updated as required 2. Communication and coordination between Council and the Site Manager will be facilitated by Council to best meet the needs of user groups and the broader community 	<ul style="list-style-type: none"> ○ Site Management Agreement is administered as per terms ○ Mechanisms for effective communication and coordination between Council and the Site Manager are in place
4. Manage user groups, leases and licences	<p>Core Objectives: GCU (a) (b)</p> <p>Plan of Management Objectives: (i) (ii) (iii) (iv) (v) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ○ User groups activities occur within the context of site user agreements with Council and/or Site Manager 	<ol style="list-style-type: none"> 1. Council and the Site Manager will ensure that use of the site is conducted in accordance with appropriate user agreements 2. Council, in conjunction with respective user groups and relevant legislation, will determine the appropriate user agreements to be utilised. 3. User agreements will include but are not limited to: <ul style="list-style-type: none"> ○ Commercial entities and activities including events, retail and food outlets, and other uses such as equipment hire and the like ○ Community groups and related activities 	<ul style="list-style-type: none"> ○ Regular site users are captured within a user agreement with Council or as otherwise recognised under subsequent agreements ○ Legislative requirements are met

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Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
<p>5. Improve promotion and awareness</p>	<p>Core Objectives: GCU (a) (b) Plan of Management Objectives: (ii) (iii) (iv) (v) (vi) Performance Targets:</p> <ul style="list-style-type: none"> ○ Access and delineation between public space and the museums and galleries are clear for the general public ○ Signage is effective in the communication of upcoming events and activities that are occurring at the site over time ○ Information regarding the site and its activities and uses is readily available 	<ol style="list-style-type: none"> 1. New works are integrated as funding opportunities arise and in accordance with the Future Use Plan 2. Where applicable, signage is maintained and updated to communicate regular events and activities 3. Council enables cross promotion of events and activities as well a booking processes 	<ul style="list-style-type: none"> ○ Signage meets design requirements and able to facilitate the communication of upcoming events and activities ○ Public event opportunities are delivered as integral components of various areas

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Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
<p>6. Integrate, protect and enhance natural features</p>	<p>Core Objectives: GCU (a) (b) Plan of Management Objectives: (i) (iii) (vi) Performance Targets:</p> <ul style="list-style-type: none"> ○ Use of areas reflects and responds to their natural assets and constraints ○ Natural elements of the site are retained and integrated into use activities wherever possible 	<ol style="list-style-type: none"> 1. Appropriate detailed assessments are undertaken of natural areas to ensure proposed uses are appropriate and managed in ways that respond to natural area needs 2. Where terrestrial biodiversity environments are identified in the LEP, mechanisms are put in place to maintain biodiversity, protect and enhance these areas 3. Areas of cultural and heritage significance are recognised, and appropriate consultation undertaken with relevant user groups as required 4. Maintain or reduce energy, water and waste consumption 	<ul style="list-style-type: none"> ○ Environmental assessment is undertaken prior to development or disturbance of natural areas in accordance with relevant legislation ○ Water and energy use are monitored, and waste audits undertaken
<p>7. Manage water movement</p>	<p>Core Objectives: GCU (a) (b) Plan of Management Objectives: (i) (iii) (v) (vi) Performance Targets:</p> <ul style="list-style-type: none"> ○ Use of areas reflects and responds to the waterside location, drainage and movement constraints ○ The fishpond is managed within the context of the wider marine environment 	<ol style="list-style-type: none"> 1. Investigations and remediation are undertaken according to the best practice needs and approvals associated with the fishpond 2. Flooding and drainage are considered in use and development in accordance with relevant legislation 	<ul style="list-style-type: none"> ○ Rehabilitation and opening of the fishpond are investigated and implemented if possible

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Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
<p>8. Integrate, protect and enhance Heritage and culture</p>	<p>Core Objectives: GCU (a) (b)</p> <p>Plan of Management Objectives: (i) (ii) (iii) (iv) (v) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ○ Use of areas reflects and responds to their heritage assets and constraints ○ Cultural elements of the site are retained and integrated into use activities wherever possible 	<ol style="list-style-type: none"> 1. Areas of cultural and heritage significance are recognised, and appropriate consultation undertaken with relevant user groups as required 2. The cultural value of the site is expanded and celebrated through ongoing site planning and activities 	<ul style="list-style-type: none"> ○ Aboriginal cultural and other interpretation opportunities are realised

8. Plan Administration and Management

Council will administer this Plan of Management in conjunction with its other Plans of Management for individual sites and generic plans that incorporate a range of categorised lands. Funding for ongoing development of the Reserve, generally in accordance with the Future Use Plan in Appendix B will be subject to the considerations of Council, management interests of the museums and galleries, and the competing pressures for project funding.

Efforts have been made to secure external funding for the current and future projects and these opportunities will continue to be pursued. This will include both State and Federal programs, with funding opportunities and efforts to be co-ordinated with user groups as required.

It is intended that the Plan of Management will be reviewed within 10 years of the date of endorsement by Council.

Appendix A – Site Plan



NOTES

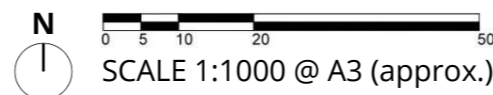
- 1. Parking and access from Woollamia Road** - 20 parking spaces within a vegetated setting. Wirreecoo Wildflower Garden on entry walk to Museum.
- 2. Service vehicle and staff parking** - Gravel parking area for staff parking and access to museum and gallery for exhibitions and servicing.
- 3. Jervis Bay Maritime Museum and Gallery building** - Museum and gallery building containing collection management centre, Vera Hatton Gallery, theatre and main gift shop, entry and visitor information.
- 4. Lady Denman Ferry building** - Museum building containing the Lady Denman Ferry and associated information / displays.
- 5. Original museum building** - Original museum display area including History Gallery, administration, and conservation store.
- 6. Halloran Collection area** - Halloran Collection area - 'Science and the Sea'.
- 7. Eastern museum entry and platform** - Includes Jetty Platform, being the main fish feeding area. External display area also present. Area used for stalls on market days.
- 8. Boathouse restoration area** - Hands-on boat building and restoration area including associated slipway and boat display.
- 9. Pavilion** - Open style pavilion adjoining the Keith Moore Habitat Garden and fish pond. Popular for weddings and events.
- 10. Access to boardwalk** - Pathway to north to access walking track along creek and boardwalk area.
- 11. Fish pond** - Feature element of the grounds, associated with original Ferry arrival and now fish feeding and boat display.
- 12. Picnic area** - Open grassed area adjoining fish pond, includes boat display.
- 13. Parking and access from Dent Street** - Two gravel parking areas providing at grade access to the grounds off Dent Street.
- 14. Former caretakers' cottage (now removed)**
- 15. Aboriginal art & craft building** - Building used as local art and craft shop associated with local Aboriginal groups.
- 16. Historic school buildings** - Relocated to the site from local schools and new used for community-based activities.
- 17. Amenities block** - Public facility in basic condition.
- 18. Picnic area** - Open area utilised for picnics and markets. Poor drainage and natural swale through area.
- 19. Historic Church** - Former Woollamia Church relocated in 1995 for occasional small events and weddings.
- 20. Maintenance shed**
- 21. Personal water craft launch area** - Passive water craft launch area (e.g. kayaks) at end of Dent Street (outside of Reserve).
- 22. Community Centre** - Existing community centre on adjoining crown land (outside of Reserve).

LEGEND

- RESERVE BOUNDARY
- BUILDINGS / STRUCTURES
- EXISTING CONCRETE PATHWAYS
- EXISTING VEHICLE ACCESS

**LADY DENMAN RESERVE
PLAN OF MANAGEMENT**

AUGUST 2020



PLAN 01 - EXISTING SITE PLAN



Appendix B – Future Use Plan



NOTES

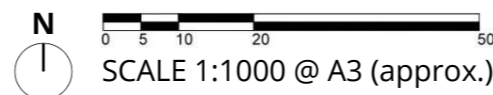
- 1. Parking and access** - Generally retained and improved to maintain natural entry feel. Some additional parking potential where impacts can be minimised.
- 2. Service vehicle access and parking** - Improve with potential to increase access and size for greater use to meet future demand.
- 3. Potential expansion area** - Additional building and space to accommodate ongoing growth and use consistent with events and activities undertaken in association with the site.
- 4. Original museum and Lady Denman buildings** - Retained and improved to accommodate ongoing museum and gallery activities.
- 5. Private function and events space** - Area to north of fish pond with potential to be used as private open space for events such as weddings. Retained for public access when not otherwise in use.
- 6. On-water display** - Establish accessible on-water area for display of water craft and for external access pending fish pond opening.
- 7. Fish pond opening** - Potential to open fish pond to Currumbene Creek provided appropriate environmental approvals and processes can be obtained.
- 8. Public open space** - Predominantly public open space area retained and improved to include museum related infrastructure (including proposed lighthouse interpretation), events and related external activities.
- 9. Eastern entry forecourt** - Reinforce opportunity for events and activities within the eastern forecourt space, including improvements to enable these events to occur. Potential location for pop-up café or similar.
- 10. Consolidated parking area** - With removal of caretakers' cottage, consolidate and formalise parking area to accommodate long-term growth and equitable access arrangements.
- 11. Potential expansion area** - Potential area for multi-use theatre style building, in conjunction with indigenous cultural tourism area or related use activity subject to detailed master planning.
- 12. Consolidated community use area** - Relocate historical classrooms and other buildings as applicable to consolidate as a community precinct with connection to both museum/gallery and adjoining community centre.
- 13. Existing open space area** - Predominantly public open space area retained and improved to include museum related infrastructure, events and related external activities.
- 14. Retained vegetation** - Generally retain existing vegetation and tree canopy to maintain an enclosed and natural feel for the facility.

LEGEND

- RESERVE BOUNDARY
- POTENTIAL FUTURE BUILDING AREAS
- POTENTIAL FUTURE FORMALISED PARKING AREAS

**LADY DENMAN RESERVE
PLAN OF MANAGEMENT**

AUGUST 2020



PLAN 02 - FUTURE USE PLAN



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