



Management and Oversight of the Caulfield Racecourse Reserve

Tabled 17 September 2014

Background – Caulfield Racecourse Reserve

Reserved for three purposes:

- racecourse
- public recreation ground
- public park.



*Aerial photo of Caulfield Racecourse Reserve.
Photo courtesy of Nils B Versemann/Shutterstock.*

Background – *continued*

Legal framework

- 1949 Crown grant
- *Crown Land (Reserves) Act 1978.*

Department of Environment and Primary Industries (DEPI):

- oversees and supports Crown land managers
- supports and reports to the Minister for Environment and Climate Change.



Audit objective

The audit examined the effectiveness of the management and oversight of the Caulfield Racecourse Reserve.

It assessed:

- decision-making by the trust
- the trust's governance arrangements
- the Department of Environment and Primary Industries' (DEPI) oversight of the trust.

Conclusions

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x-xi

The trust has not been effective in its overall management of the reserve.

Insufficient attention has been paid to fulfilling the community-related purposes of the reserve.



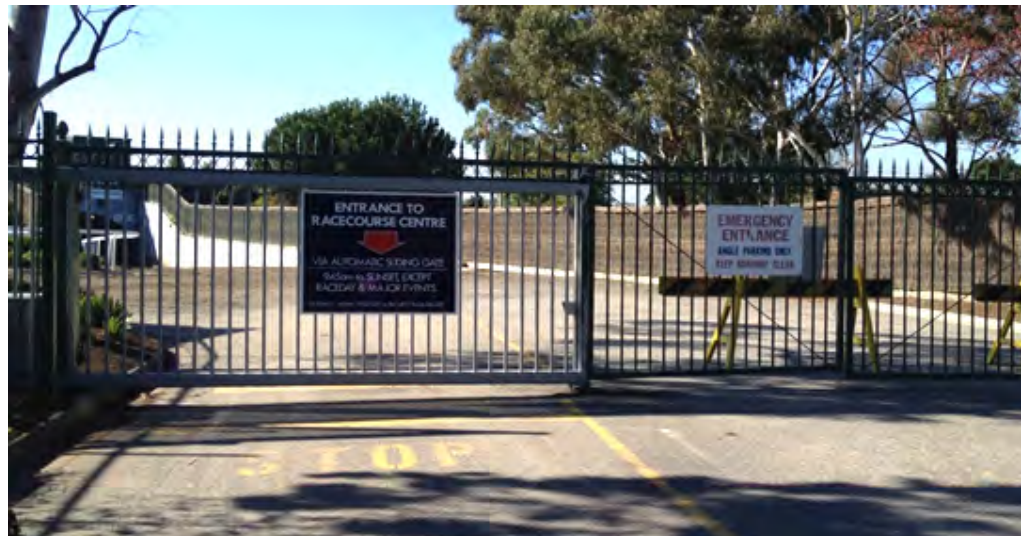
Encroachment of fencing on the reserve.

Conclusions – *continued*

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- DEPI has not effectively overseen the trust's management of the reserve.
- The trust has not been held to account for its performance.
- Improving the standards of governance should improve outcomes for the community.



Glen Eira Road vehicle entrance looks locked.



Findings – legal and governance arrangements

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- Legal framework not clear or comprehensive.
- Deficiencies not addressed by either DEPI or the trust.
- Absence of a governance framework and policy.

Findings – legal and governance arrangements – *continued*

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- Recent attempts to establish governance arrangements have not succeeded.
- Contemporary governance standards need to be urgently introduced.

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Findings – conflicts of interest

- Are narrowly interpreted and not managed well.
- Organisational representation creates inherent challenges that need to be recognised and managed.
- Trustees unable to agree on a policy to address conflicts of interest.

Findings – reserve management

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11–23

- Development of the reserve driven largely by MRC priorities.
- There is no land management plan in place.
- Insufficient attention to improving public access and signage.



Pedestrian entrance via Glen Eira Road—blocked.

Findings – reserve management – *continued*

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- Trustees' control over land use and development has been limited.
- Community views not adequately represented in decision-making.
- Maintenance and new works priorities not identified and quantified or adequately acquitted.



Public reserve—condition of the track from Glen Eira Road tunnel to car park.



Findings – DEPI oversight

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DEPI has:

- not been effective in its oversight of trustees' management of the reserve
- failed to address significant issues that have been drawn to its attention.

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DEPI needs to work with the trustees to ensure effective governance arrangements are put in place.

Findings – DEPI oversight – *continued*

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41–51

If this fails alternative arrangements should be explored—e.g. creating a new legislative framework for the reserve.



Centre of Caulfield Racecourse Reserve looking towards the grandstand.

Summary of recommendations

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Accept

That, as a priority the trustees of the CRR in consultation with DEPI:

- | | | |
|---------|--|---|
| 1. | determine the trust's functions, roles, responsibilities, powers and obligations and apply this to the management of the reserve | ✓ |
| 2/
3 | develop and adopt a governance framework consistent with contemporary standards and an action plan for implementing it | ✓ |
| 5. | expedite the implementation of a land management strategic plan that defines the future use and development of the reserve. | ✓ |

That the trustees of the CRR also:

- | | | |
|----|---|---|
| 4. | identify public safety risks and develop strategies to manage them | ✓ |
| 6. | upgrade public access and improve signage at all access points | ✓ |
| 7. | develop a comprehensive community engagement | ✓ |
| 8. | finalise and seek approval to amend regulations governing land use at the reserve | ✓ |
| 9. | develop and enforce a maintenance and new works program | ✓ |



Summary of Recommendations – *continued*

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		Accept
That as a priority, DEPI:		
10.	increases its level of oversight and support for the trustees	✓
11.	introduces an effective reporting framework covering the operational and financial performance of the trust.	✓
12.	works with trustees to establish a governance framework that meets contemporary better practice standards.	✓
That DEPI also:		
13.	closely monitors the trust's progress in implementing its governance framework and actively supports it in the development process	✓
14.	ensures the trustees' revision and update of regulations for CRR are undertaken in accordance with the appropriate administrative procedures so that the regulations are valid and enforceable	✓
15.	explores alternative management arrangements for CRR so that it is better placed to meet the racing and community purposes of the Crown grant.	✓



Related audits

Oversight and Accountability of Committees of Management, tabled in February 2014.



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