

POCKET PARKS GENERIC PLAN OF MANAGEMENT



RANDWICK **R** CITY COUNCIL

MESSAGE FROM THE MAYOR

Dear Readers,

In June 1994, Randwick City Council began a major program developing open space Plans of Management for all parks, beaches and reserves under its management.

Open space comprises the second largest land use in the City of Randwick and is a public area for which Council has an important responsibility. Our parks and other recreation areas include some of the most valuable assets we have to offer, including large areas of natural vegetation and coastal reserves, a number of sports orientated parks and ovals, informal roadside reserves, pocket and neighbourhood parks. Within these areas you may find rare native vegetation species and even some wildlife.

The City of Randwick has a large number pocket parks throughout its area. Pocket parks are presented in this plan as those open space areas that are used for informal play, enjoying nature and quietness and as a 'retreat from the urban environment'. These parks are usually found next to people's houses or on the corner of streets and used by those who live close by.

Public participation featured strongly in the development of this and other generic plans within the COSRPOM due to the public ownership of these areas. This communication and input has enabled meaningful strategies and actions to be developed with the collaborative support of the community and Council. It is hoped that such collaboration will continue in the future.

Thanks go to all those who were involved in the development of this plan. I commend it to you.



Councillor Chris Bastic
MAYOR

POCKET PARKS GENERIC PLAN OF MANAGEMENT

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GLOSSARY

CR Act	Crown Lands Act, 1989
DLWC	Department of Land and Water Conservation
DUAP	Department of Urban Affairs and Planning
EPA	Environment Protection Agency
EP&A Act	Environmental Planning and Assessment Act, 1979
LG Act	Local Government Act (NSW), 1993



EXECUTIVE SUMMARY

This plan of management is one in a set of eight *generic* plans of management which, along with a City-wide *Strategic* Plan for open space and recreation, comprise the City Open Space and Recreation Plan of Management (COSRPOM). It addresses issues raised by community representatives, government authorities, the COSRPOM Council officers support group and other local experts.

The plan covers all pocket parks within the City of Randwick including those owned or vested in Council as 'community land' and those managed by Council which may be Crown land or housing commission land. The plan is however predominantly concerned with 'community' land under the Local Government Act (1993). There are a number of goals relevant to this plan with the overriding goal being:

'The provision of a safe, diverse and quality recreational amenity for the residents and visitors to Randwick's pocket parks'

Recommendations for the future planning of pocket parks are based on identified needs and the condition and use of the individual parks, particularly in regard to the provision of playgrounds. A standards approach of locating specific facilities within a specific distance from people's homes has therefore not been used although some standard approaches were deemed necessary such as maintenance, safety and planting programs. These are aimed at providing a 'sense of place' when entering a pocket park and also to offer safe and locally accessible areas for informal recreation.

Funding for improvements to the generally high maintenance pocket parks is mainly grants based or reliant on maintenance budgets for day to day improvements. Community participation is therefore encouraged, as is a sense of community 'ownership' of these local open space areas. In addition, the need to reduce costs at pocket parks is addressed through careful species choice and providing the appropriate level of facilities such as garbage bins, seating and play equipment. Other than the day to day management of pocket parks, capital improvements are recommended for an average of two pocket parks per year based on local needs, the location in relation to previously improved pocket parks and the current condition of the park. Appropriate funding must therefore be allocated for these improvements each year.

The major recommendations of this plan are as follows:

- * Pocket parks are to serve as tranquil, unstructured areas of recreational open space.
- * Landscape planting is a strong feature in the creation of this tranquil setting.
- * Shade and seating are important elements in creating the appropriate ambience for social interaction.
- * Playgrounds are suitable for a number of pocket parks but are not a necessity to this park type
- * Dogs and buildings are not permitted within pocket parks
- * Older people, young children and their supervising adults are predominantly catered for within this park type.

A ten year time frame is recommended for this plan with annual reviews for recommendations that have cost implications and a five year review of the entire plan.



COMMUNITY FEEDBACK

The community of the City of Randwick and others who have an interest in Council's future plans for its open space and recreation opportunities throughout the City, are invited to comment upon this draft generic plan of management. This plan will affect the management of district parks over the next two decades and it is important that members of the community are aware of, and have the opportunity to express their opinion on the strategies recommended.

Any comments that you would like to make in relation to this plan should be put in writing, referring where appropriate, to the specific section concerned, and addressed to:

**The General Manager
Randwick City Council
Administrative Centre
30 Frances Street
RANDWICK NSW 2031**

*marking it to the attention of: Ms Adrienne Jouda
Strategic Planner - Works Division*



1. INTRODUCTION

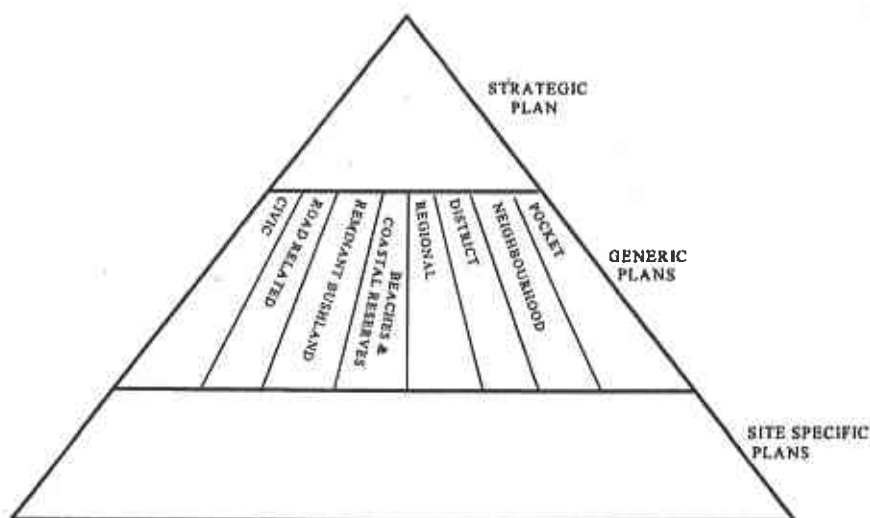
1.1 Aim and Background

Aim of the Pocket Parks Generic Plan of Management

'To provide a practical framework and timetable for achieving short, medium and long term management objectives in accordance with the guiding principles for pocket parks under Council's control within the City of Randwick.'

This plan of management is one in a series of eight ten year generic plans that comprise the Randwick City Open Space and Recreation Plan of Management (COSRPOM). The Randwick Open Space and Recreation Strategic Plan provides direction for the generic plans of management and together, these provide a comprehensive management approach for open space and recreation which will be implemented throughout the whole of the Randwick Local Government area. Figure 1 shows how the generic plans of management relate to the overall structure of the COSRPOM.

Figure 1: *The COSRPOM Plans of Management*



Pocket parks have traditionally served the needs of people living in close proximity to the park (up to 1km) where these small areas of open space are set among residential and commercial areas and provide a degree of solace from the urban environment. People with small children, or older people have been the main users of these parks and a significant number of pocket parks have some kind of playground equipment located in them. Other features include park benches, landscaped areas, shade trees and pathways. Figure 2 shows where pocket parks are located and who's ownership they are under.

1.2 Requirements of the Local Government Act 1993 (the Act)

The Act sets out Council's duty in respect to preparing plans of management for 'community land'. By July 1993 Council had undertaken an extensive assessment of its public land (land vested in or owned by Council) and placed it under the classification of either 'community' or 'operational' lands. All land that Council resolved to be 'community' must, after July 1996, be used and managed in accordance with plans of management (PoM's). It is intended that these PoM's will aid the effective co-ordination and management of community land within the Council area.

The following definition of 'community land' has been summarised from clause 6 (2) of schedule 7 of the Act:

Community Land is land that is owned by Council, and all land, other than Crown and commons, which has been placed, or falls under its care and control (vested in) and may comprise: a public reserve; land subject to a trust for a public reserve; land dedicated as a condition of development consent under Section 94 of the EP & A Act 1979; land reserved, zoned or dedicated for use as open space under a planning instrument; or land that is owned by the Minister for Urban Affairs and Planning.

Where Council holds a number of community land areas that have similar values and characteristics, 'generic' PoM's may be used to cover their management as a group. Generic plans must contain a schedule (list) of those areas included.

The Act requires the following information to be contained within each plan of management:

1. the category or categories of land;
2. objectives and performance targets of the plan with respect to the land;
3. the means by which Council proposes to achieve the plan's objectives;
4. the manner in which Council proposed to assess its performance with respect to the plan's objectives and performance targets;
5. for land categorised as natural area, further categorisation;
6. express authorisation for leasing or licensing (specifying whether or not limited to public purposes), and any other provisions; and
7. provisions applying to the grant of a lease or license or other estate in land.

Community land cannot be sold or otherwise disposed of by Councils and there are restrictions on community land use and on the granting of leases and licenses. If required, Environmental Planning Instruments under the EP&A Act may impose additional restrictions. There are also additional matters that are required to be addressed where the land is not owned by Council.



1.3 Pocket Parks within the City of Randwick

The following lists all open space land within the neighbourhood park category and sub-categorises it into the various ownership groups: (see Figure 2)

Table 1: Regional Parks under Randwick City Council's Management

Parcel of Land	*Recreation Inventory No.	Playground?	Ownership	Management Body	Reference No. on Fig.2
Adventure Playground	A/7-639-01	yes	Council	Council	1
Ocean View Park	A/4-120-02	yes	Council	Council	2
Allawah Park	A/4-495-02	no	Council	Council	3
Ernest Collins Reserve	A/5-143-01	no	Council	Council	4
Les Bridges Playground	A/6-052-01	yes	Council	Council	5
Fitzpatrick Park	A/6-260-01	yes	Council	Council	6
Randwick Peace Park	A/7-048-06	yes	Council	Council	7
Water Reserve	A/7-755-01	no	Council	Council	8
Alison Rd #3 (cr of Alfred)	A/5-020-03	no	Council	Council	9
Baird Reserve	A/2-051-0	yes	Council	Council	10
Carrington Rd (tramway)	A/5/161/01	no	Council	Council	11
Simeon Pearce Park	A/7-413-01	yes	Council	Council	12
Pillars Place	A/3-839-01	no	Council	Council	13
Rae Street (cr Dutruc)	A/5-633-01	no	Council	Council	14
Alby Smith Memorial Playground	B/5-238-02	yes	Crown	Council	15
Beiler Reserve	B/7-313-02	yes	Crown	Council	16



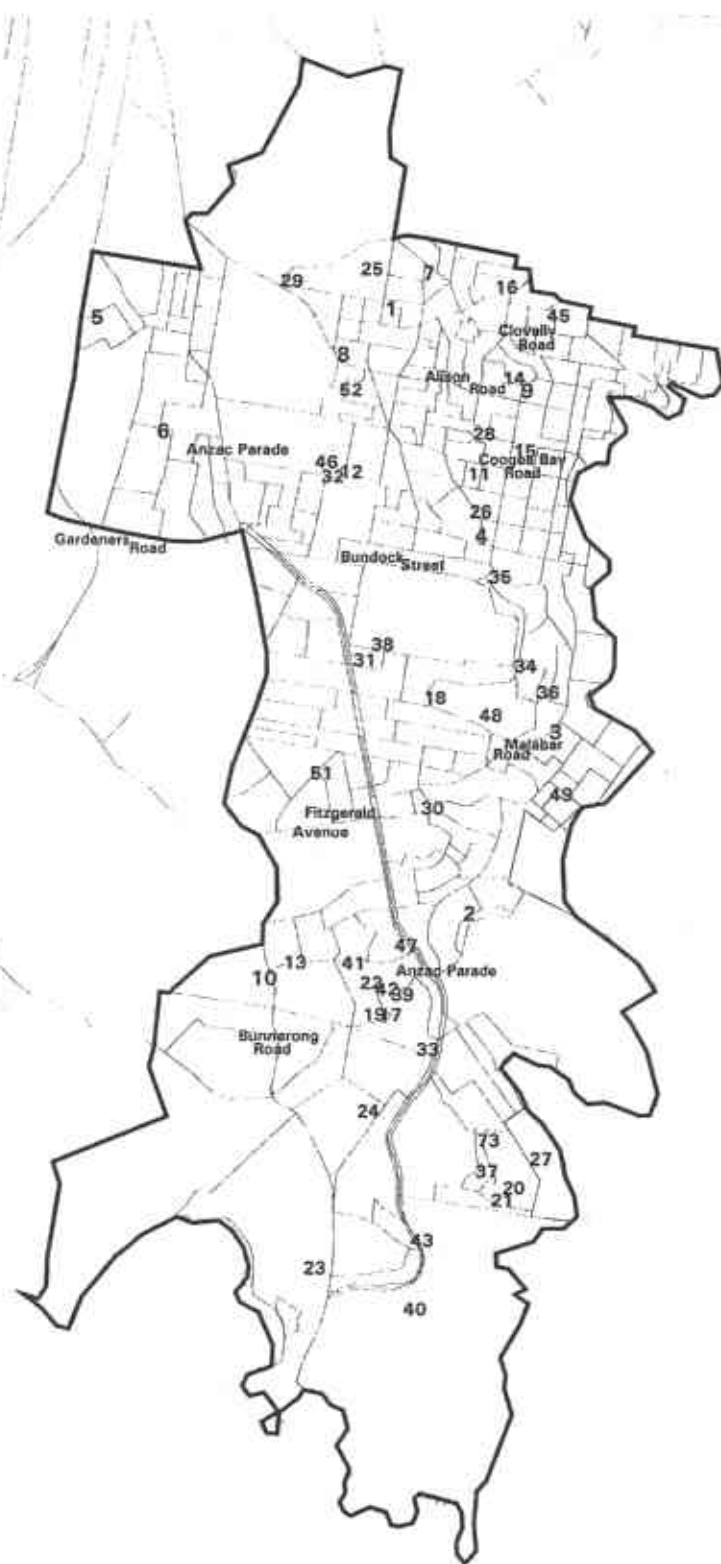
Parcel of Land	*Recreation Inventory No.	Playground?	Ownership	Management Body	Reference No. on Fig.2
Blaxland Reserve	B/3-089-01	yes	Crown	Council	17
Central Park	B/4-200-01	yes	Crown	Council	18
Cunningham Reserve	B/3-210-01	no	Crown	Council	19
Duri Reserve	B/3-254-01	no	Crown	Council	20
Eucla Reserve	B/3-085-03	no	Crown	Council	21
Finucane Reserve	B/3-290-01	no	Crown	Council	22
Fred Williams Reserve	B/1-009-01	yes	Crown	Council	23
Giles Street Closure	B/3-327-01	no	Crown	Council	24
Govett Reserve	B/7-340-02	yes	Crown	Council	25
Leete Park	B/5-249-01	no	Crown	Council	26
Rubie Reserve	B/3-007-01	yes	Crown	Council	27
Albi Pl	B/5-014-01	no	Crown	Council	28
Alison Rd	B/6-020-01	no	Crown	Council	29
Beatty Ln	B/4-803-01	no	Crown	Council	30
Benvenue St	B/4-081-01	no	Crown	Council	31
Botany St	B/7-102-01	no	Crown	Council	32
Burke St	B/3-133-01	yes	Crown	Council	33
Byrne Ave	B/4-141-01	no	Crown	Council	34
Elphinstone Rd	B/4-270-01	no	Crown	Council	35
Fowler Cr	B/4-304-01	yes	Crown	Council	36
Gabee Pl	B3-314-01	yes	Crown	Council	37
Holmes St	B/4-386-02	no	Crown	Council	38
Hurley Cr	B/3-400-01	yes	Crown	Council	39
Jennifer St	B/1-415-01	no	Crown	Council	40



Parcel of Land	*Recreation Inventory No.	Playg-round?	Ownership	Management Body	Reference No. on Fig.2
Knowles Av	B/3-446-01	no	Crown	Council	41
Lawson St	B/3-458-01	no	Crown	Council	42
Little Bay Rd	B/3-473-01	no	Crown	Council	43
Lucas Ave	B/3-480-01	yes	Crown	Council	44
Manson Pl	B/5-496-01	no	Crown	Council	45
Middle St	B/7-523-01	no	Crown	Council	46
Rabaul Reserve	B/3-625-01	no	Crown	Council	47
Ryan Ave	B/4-569-01	no	Crown	Council	48
Severn St	B/4-670-01	yes	Crown	Council	49
Walsh Ave	B/4-753-02	no	Crown	Council	50
Wells St Closure	B/3-764-01	no	Crown	Council	51
Writtle Park	B/7-039-01	yes	Crown	Council	52

* the recreation inventory is a data base of parks and reserves information and lists all parks and reserves within the City of Randwick using reference numbers such as those shown



Figure 2: Distribution of Pocket Parks within the City of Randwick

LEGEND	
PARK NAME	PARK LOCATION
Adventure Playground	1
Ocean View Park	2
Allawah Park	3
Ernest Collins Reserve	4
Les Bridges Playground	5
Fitzpatrick Park	6
Randwick Peace Park	7
Water Reserve	8
Alison Rd #3 (or of Alfred)	9
Baird Reserve	10
Carrington Rd (tramway)	11
Simon Pearce Park	12
Pillars Place	13
Rae Street (or Dairue)	14
Alby Smith Memorial Playground	15
Deiler Reserve	16
Dixland Reserve	17
Central Park	18
Cunningham Reserve	19
Duri Reserve	20
Ecola Reserve	21
Finocane Reserve	22
Fred Williams Reserve	23
Giles Street Closure	24
Govett Reserve	25
Leete Park	26
Rubie Reserve	27
Albi Pl	28
Alison Rd	29
Deary Ln	30
Bonvenue St	31
Botany St	32
Berke St	33
Dyne Ave	34
Elphinstone Rd	35
Fowler Cr	36
Gabec Pl	37
Holmes St	38
Hurley Cr	39
Jennifer St	40
Knowles Av	41
Lawson St	42
Little Bay Rd	43
Lucas Ave	44
Manson Pl	45
Middle St	46
Rabaul Reserve	47
Ryan Ave	48
Severn St	49
Walsh Ave	50
Wells St Closure	51
Writtle Park	52



1.4 Using this Plan of Management

As described in Section 1.1, this generic plan is one of a series of eight. All generic plans follow the same format which is derived from the strategic plan. This plan comprises the following sections:

1. *Introduction:*

This component explains the background to the development of the plan of management, the history and function of pocket parks in the City of Randwick, how the plan works, community participation and the distribution of this open space type throughout the City.

2. *Management Philosophy:*

This component provides the foundation of management within the plan and its recommendations, including the vision, the guiding principles for the management of pocket parks in the City of Randwick, the aim of the plan and its relationship with other relevant Council documents.

3. *Objectives, Priorities and Implementation:*

The objectives are derived from major issues identified via the management philosophy section and a range of internal and external information sources. The means of implementing the objectives include: statements on priority; proposed year of completion; the department or division within Council that is responsible for implementation; and the performance measures. These are presented in a tabular format. This section also addresses *how* the objectives and performance targets will be achieved and assessed. This is the main way by which the implementation of the plan may be monitored.

4. *Indicative Time Frame for Implementation:*

This determines when the required development works should take place and therefore when funds are required. It is based on the information contained in Section 3 'Management Objectives and Priorities' and will help to link this plan with Council's Management Plan and Section 94 Contributions Plan.

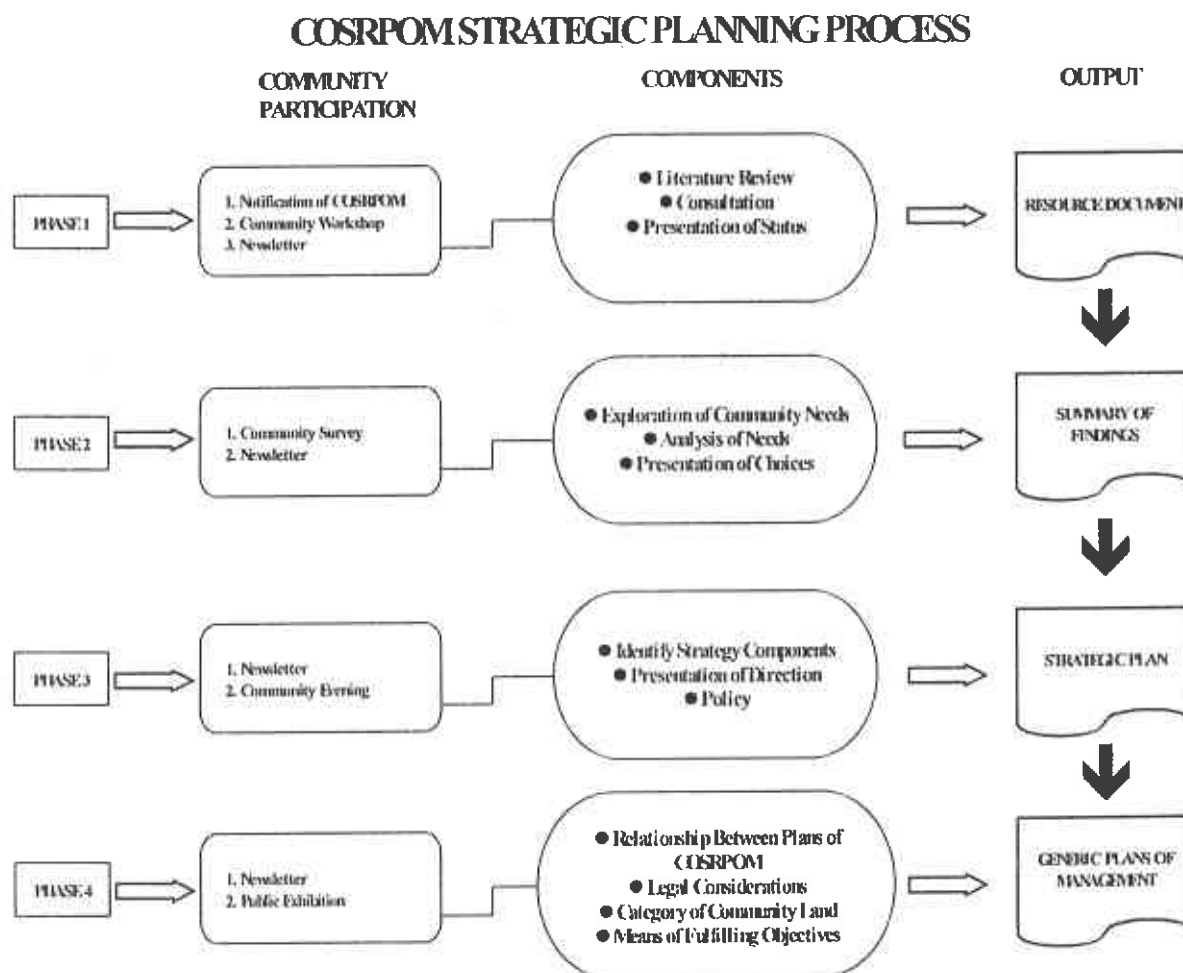
1.5 Community Participation

Community Participation Process

A comprehensive consultative process was undertaken for the whole City Open Space and Recreation Plan Of Management (COSRPOM) development process. Figure 3 below, outlines the components of the community participation and consultation process and how it relates to the production of the plans that comprise the COSRPOM.



Figure 3: Community Participation and the COSRPOM Planning Process



Community Participation Components

The COSRPOM *Guiding Principles* which are set out in Section 2 have been derived primarily from the community consultative and participative process. In addition to a survey questionnaire which was completed by over seven hundred residents throughout the City of Randwick. Two rounds of evening participative meetings were held between Council and community members.

The first round of community participation was held between September and October 1994. It addressed open space and recreation provision on a City wide basis via a series of eight workshops which were attended by a total of sixty people. Within these workshops the strengths, weaknesses and opportunities were determined by community representatives. The second round of participation was held in July 1995 and attended by nearly seventy people. It comprised both a community forum and small group discussion evening, whereby community representatives addressed the goals for various open space areas.

Many of the *objectives* that are presented within Section 3 are derived from both the first round of community participation and the *COSRPOM Community Survey*. The survey was distributed to 8,000 residents throughout the City. Refer to Appendix B for the questions and results of the survey.



2. MANAGEMENT PHILOSOPHY AND CONTEXT

2.1 Vision Statement

Vision:

To enhance the quality of life of those residents and visitors who engage in recreation within pocket parks in the City of Randwick

2.2 Corporate and Community Goals

Corporate Goals:

1. To provide appropriate and equitable recreational and open space opportunities as identified through community needs.
2. To provide safe, diverse and quality recreation amenity for Randwick residents.
3. To ensure access for all including actual and perceived access to recreational resources.

Community Goal:

To create a quiet, tranquil retreat for the enjoyment of small groups of people and individuals from the local area.

2.3 Guiding Principles

1. Informal recreational settings which are locally accessible
2. Clear communication of the needs and changing trends of local communities to provide the foundation of management decisions
3. Non-alienating settings available for all members of the community
4. Visual character to be of a high standard and reflect the local natural and cultural heritage
5. High maintenance and safety standards
6. Improved management practices utilising a number of funding sources

2.4 Management Context

A number of plans form the context for this generic plan of management. These plans are in addition to the statutory Acts described in Section 1 and include Council and other relevant documents.



COSRPOM Strategic Plan

This document was compiled to provide a 'Strategic' direction' for the open space available for public recreational use throughout the City of Randwick. It therefore covers all different open space types such as the district parks, the remnant bushland and the civic open spaces. The strategic plan also addresses the need for rationalisation of open space in certain areas and additional open space in other areas and addresses the methods by which this may be undertaken. Matters held in the Strategic Plan that relate specifically to this plan of management include recommendations concerning a number of pocket parks in the Matraville area that are excess to requirements and an undersupply in all precincts south of Matraville where there is a higher proportion of young children and older people than in other areas of the City. The strategic plan addresses matters of consolidation, disposal and an increase of parks in specific areas.

The generic plans of management address specific management objectives only and not those issues that are of a strategic nature. As described in section 1, the Strategic Plan policy recommendations and individual strategies direct the objectives that have been provided within this generic plan of management.

Randwick City Council Management Plan

The Local Government Act, 1993 requires that each council must prepare a Management Plan for at least a three year period, in Randwick City Council's case it is from 1994 to 1997 and aims to make Council more accountable to its residents and sets out how it will achieve a high level of service. Council's Management Plan also contains information of a similar nature so that the community is able to identify what, how and when changes and undertakings will take occur. This generic plan of management is an important component in the overall land management undertakings of Council. It provides clear objectives and means of achieving those objectives over a twenty year period and also includes decisions on priority and costing implications.

Objectives and priorities that are presented in Section 3 of this plan must be reflected in the Management Plan so that funds can be allocated and the recommended works can be implemented. Each relevant department must therefore address the areas of responsibility that are allocated to them within Section 3.2 and convey these responsibilities into the overall management plan beginning in the 1996/97 financial year. It is the Management Plan that will effectively give force to the recommendations and actions within this plan as it is the principle mechanism by which Council priorities are set and resources allocated.

Works programs will be particularly influenced by this and other generic plans of management whereby relevant Council officers will incorporate recommended actions into the financial planning section of the report on an annual basis - this will also provide Council with the opportunity to review targets as time goes on. Council departments and divisions other than the Works - Recreation and Parks and Recreation divisions that have responsibility for particular aspects of the COSRPOM such as Council's Planning Department, Corporate Services, the Plant Nursery, Works Department and Community Services, must incorporate within their divisional/departmental budgets and works programs, the necessary undertakings.



It is recommended that the Management Plan is incorporated under the table; Principal Activity - 'Improvements Recreation Facilities' is as follows:

Table 2: Management Plan Principle Activity 'Improvements - Recreation Facilities'

OBJECTIVES	PERFORMANCE TARGETS	MEANS OF ACHIEVING TARGETS	MEANS OF MEASURING PERFORMANCE
To provide and manage a system of safe, high quality parks and facilities offering a diversity of recreational opportunities suitable for and readily accessible to a wide range of users, in accordance with the City Open Space and Recreation Plan of Management.	Implementation of annual works programs for improvements recommended within the City Open Space and Recreation Generic Plans of Management and associated site specific plans of management	a) Council Staff to prepare and annually review improvements works and programs b) Council staff/consultants to prepare designs, documentation and estimates for the adopted programs	a) recommended works/improvements reviewed or completed by target dates and within budget b) designs prepared with adequate lead time for works to commence on target c) community satisfaction



3. MANAGEMENT OBJECTIVES AND PRIORITIES

3.1 Major Issues

Issue 1: Management Planning

The recreation inventory that currently categorises open space into a number of types requires re-assessment in light of the findings of the COSRPOM. One such area is the categorisation of pocket parks. There are a number of presently categorised civic parks that are more suited to the pocket park categorisation such as Alison Road #2 and conversely, some pocket parks are more suited to civic, neighbourhood and road related types of open space eg. South Maroubra Village Green to be classified a 'civic park' and Ella Reserve to be classified 'neighbourhood park' instead of the present pocket park. In addition, Moverley Green pocket parks need adding to the inventory under the 'C' category of ownership, - publicly accessible open space that is not managed by Council.

In regard to the distribution of playgrounds throughout the City's pocket parks, it is proposed that since there are particular areas within the Randwick LGA where concentrations of small children exist, the playgrounds that are presently located in those areas will remain and be maintained in a safe condition at all times, whereas those areas that do not have high proportions of children will have their pocket park playgrounds phased out when the equipment reaches the end of its life.

Out of the 59 pocket parks, 23 have playgrounds (listed below), of those it is proposed that areas where playground equipment is to be retained and improved as required (except where otherwise indicated) include:

Chifley, Matraville, Yarra Bay, La Perouse, all North Ward and all West Ward pocket park playgrounds.

Table 3: Pocket Park Playgrounds; Existing and Required

<i>Community land</i>	<i>reference</i>	<i>playground</i>	<i>playground needed?</i>
Adventure Playground	A/7-639-01	yes	yes
Ocean View Park	A/4-120-02	yes	yes*
Les Bridges Playground	A/6-052-01	yes	yes
Fitzpatrick Park	A/6-260-01	yes	yes
Randwick Peace Park	A/7-048-06	yes	yes
Baird Reserve	A/2-051-01	yes	yes
Simeon Pearce Park	A/7-413-01	yes	yes
Alby Smith Memorial Playground	B/5-238-02	yes	no



<i>Community land</i>	<i>reference</i>	<i>playground</i>	<i>playground needed?</i>
Beiler Reserve	B/7-313-02	yes	yes
Blaxland Reserve	B/3-089-01	yes	yes
Central Park	B/4-200-01	yes	no
Fred Williams Reserve	B/1-009-01	yes	yes
Govett Reserve	B/7-340-02	yes	yes
Rubie Reserve	B/3-007-01	yes	no
Burke St	B/3-133-01	yes	yes
Fowler Cr	B/4-304-01	yes	no
Gabee Pl	B/3-314-01	yes	no
Hurley Cr	B/3-400-01	yes	yes
Lucas Reserve	B/3-480-01	yes	no
Severn St	B/4-670-01	yes	no
**The Boulevarde	B/3-716-01	yes	no
Writtle Park	B/7-039-01	yes	yes
<i>Jaquaranda Place, Moverley Gr</i>	<i>no reference</i>	<i>yes</i>	<i>yes</i>

* a location not within the identified list of necessary areas, but where the existing playground is one of only a few within reasonable walking distance and/or where no other larger park presently accomodates playgrounds

** The Boulervarde has been recognised as being appropriate to this category and therefore included within this section. The recreation inventory is to be adjusted accordingly

those parks in italics are presently not listed on the recreation inventory and need including within this category

From the above list it can be seen that 8 playgrounds will eventually be removed from pocket parks and will either be re-located or will enable upgrades to take place in existing and proposed playgrounds in Neighbourhood, District, Beac/Coastal and Regional parks. Neighbourhood, District, Beach/Coastal reserves and Regional parks have all been recommended for playground facilities within their respective generic plans of management. This will ensure that reliable maintenance practices and regular safety checks, which have been more difficult to achieve in the large number of scattered pocket parks containing playgrounds, can be achieved.

Issue 2: Communication

Local residents within walking distance of pocket parks will be encouraged by Council to take up a 'sense of community ownership'. This will encourage increased care and concern for what takes place, negative or positive and will help Council maintain pocket parks to acceptable standards. This will only take place once the local community experience a committment from Council to improve their local



pocket park. Community representatives may then increase vigilance, help to keep litter under control and ensure that planned work goes ahead according to agreed decisions. The community are an important part of the decision making for future pocket park changes and improvements.

Issue 3: Recreation

Pocket parks both locally and outside the Randwick Local Government Area are generally agreed upon as having an informal (passive) recreational function. Recreational activity may include reading a book, supervising children, playing on play equipment if available and enjoying a slice of tranquility in an otherwise built up environment. The user focus within pocket parks is for young children, supervising adults and older people. Structured (active) recreational activities such as playing football, basketball or playing cricket are prohibited in these locations due not only to their small size but also because these are not suited to the setting identified as appropriate in pocket parks.

Issue 4: Design

Equipment and treatment of the open space distinguishes pocket parks from other open space types. For example, many pocket parks would once have been road related open space prior to placing equipment within them or carrying out planting plans. Civic parks may also have similar dimensions to pocket parks but their location and function is quite different; civic open space may have civic statues, the Australian flag flying and be used on certain days for ceremonies. Pocket parks have a much more passive role than Civic parks. Material choice is essential to the appropriate ambience of these parks and throughout the early 1990's, community feedback and local demographic information has provided Council with increased information on those items required in pocket parks and the overall 'setting' that is created by the park design.

Issue 5: Facilities and Amenities

The following table is extracted from the results of a community evening held to specifically address the characteristics and suitable facilities for each open space type.

The following table presents those characteristics that community representatives identify as common and specific to pocket parks. These may also be interpreted as 'values' that this open space category possesses.

Table 4: Pocket Parks Generic Characteristics

Setting	Vegetation	Furniture	Size	Buildings	No. of People	User type	Distance to travel
tranquil	structured, mixed, sun and shade	seating bins	1-3 house lots	none	1-10 people	no dogs, adults, children older people	short, local walk

From the above table derived from the community evening, there is no indication that playgrounds are necessary characteristics to pocket parks, however, it is known that playgrounds close to people's homes are generally favoured by those who have small children. While Table 3 indicates those characteristics that make pocket parks what they are, Table 4 provides information on what uses were considered by community representatives to be suitable or unsuitable.



Issue 6: *Vegetation*

Within this park type, vegetation is a crucial element of the ambience necessary for small open spaces within a predominantly urban environment. Species choice must be suited not only to the soil type, but should also be of low maintenance due to the relatively low use and high costs in maintaining small parks. Trees offering shade are also a necessary feature of these parks particularly since visitors require the comfort of shade while seated within the park or while using play equipment. Grass and planted shrubs are also features of these parks and will require some level of maintenance. Again, careful species choice will minimise maintenance levels and perennials rather than annual shrubs or flowering plants are generally appropriate.

Issue 7: *Maintenance, Safety and Risk*

The predominantly passive nature of these parks means that personal safety levels are generally good although maintenance of existing play equipment is of paramount importance and personal responsibility should be used when entering pocket parks after dark. Additionally, the removal of playground equipment that has been identified as surplus to requirements must also take place at the allocated time.

Issue 8: *Funding*

Pocket parks are generally high cost open space areas in relation to the intensity of use. Careful management of these areas is therefore an economic advantage. The pocket parks have a limited budget and do not enjoy 'regional open space' funding status, therefore missing out on a number of grants and Section 94 developer contributions. A gradual program of capital works for pocket parks must therefore be drawn up according to local needs and present conditions of specific pocket parks.



Table 5: Suitable and Unsuitable Activities and Facilities Within Pocket Parks

Activity/Facility	Score	Assessment
telephones	6	unsuitable
dogs	4	unsuitable
leased sports fields	6	unsuitable
leased indoor sports	6	unsuitable
playing fields	6	unsuitable
cafe's	6	unsuitable
indoor public centre	6	unsuitable
playgrounds	3	un/suitable
bike tracks/lanes	6	unsuitable
parking	6	unsuitable
kiosks	6	unsuitable
basketball/court games	6	unsuitable
walking tracks	6	unsuitable
roller/skateboard area	6	unsuitable
picnic/BBQ facilities	3	un/suitable
outdoor performance	6	unsuitable
toilets	6	unsuitable
special events	4	unsuitable
markets	5	unsuitable
guided tours	5	unsuitable
signage	0	suitable

legend: 0 = there were no objections to the facility within this open space type, 6 = all six groups during the COSRPOM community evening. (26/7/93) considered the facility to be inappropriate)



3.2 Action Plan

The key issues that have been presented in Section 3.1 act as an introduction and background to the objectives that have been set out in the following tables and their associated means of achievement, priority level, target implementation date, Council section responsibilities and finally, the means of assessment.

The objectives and related information is presented in a series of tables which are placed under the same 'issues' headings as those presented in Section 3.1. The table columns are explained as follows:

Table 6: Explanation of Objectives, Priorities and Performance Tables

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A specific aim that Council will strive towards in order to address each area of the key issue identified in Section 3.1	<p>The way or ways in which the objective may be achieved.</p> <p>Each method will have a separate performance target</p>	<p>the financial year period in which this method is to be completed.</p> <p><i>Short term</i> = 1996-2000 <i>Medium term</i> = 2000-2006 and <i>Long Term</i> = 2006-2015 <i>Ongoing</i> = action being carried out throughout the life of this plan of management <i>Undertaken</i> = action already undertaken</p> <p>If funds become available at a time earlier than anticipated eg. through specific grants, performance target dates may be altered via annual budget reviews</p>	<p>The section or department within Council that has the final responsibility for the achievement of this objective by the target dates</p>	<p>The measure by which Council may be accountable to the community - a list of achievements that are ticked as each is fulfilled by its target date.</p> <p>Where targets are not achieved, an explanation should be provided within this column</p>



Issue 1: Management Planning

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To update pocket park categorisations within the recreation inventory	1. Change the following open space areas to pocket park categories: * Alison Road #2 (B/7-020-02) * The Boulevard (B/3-716-01)	short term	Recreation Assets Manager	* recreation inventory updated
	2. Change the following open space areas that are presently categorised 'pocket parks' as follows: * Meagher Ave (South Maroubra Village Green - A/4-495-01) to 'civic' open space * Curtin Cres. (B/4-211-01) to 'civic' (attach to South Maroubra Village Green) * Malabar Road (A/4-495-01) to 'civic' (attach to South Maroubra Village Green and consolidate with above reference number) * Lucas Ave #2 (C/3-480-02) to 'road related'	short term		
	3. Update the following with their new names: * Unn Broome St to Ocean View Reserve * Unn Baird Road to Baird Reserve * Unn Jane Street to Simeon Pearce Park * Unn Malabar Rd to South Maroubra Village Green * all 'Unn -' pocket parks to read simply the name of the street and any relevant #No.	short term		
	4. Add newly built pocket parks to the inventory and provide suitable numbers: * Jacuaranda Pl, Moverley Gr * Rotary Reserve, Kingsford	short term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To provide playgrounds in pocket parks where there is a demonstrated need	1. Playgrounds to be maintained in the following precincts and wards: Chifley, Matraville, Yarra Bay, La Perouse, all North wards and all West Wards and any other sites indicated as necessary within Section 3.1 - 'Management Planning' of this PoM	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> playgrounds maintained in appropriate locations playgrounds removed from identified locations need for removal and retention re-assessed
	2. Playgrounds to be phased out at the end of their safe life at those sites indicated within Section 3.1 'Management Planning' of this PoM	long term		
	3. Where particular need is demonstrated by the community and changing demographics, re-assessment of the above actions must take place	ongoing		



Issue 2: Communication

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To invite local community members to discuss the future overall design and function of the park	1. Notify local residents by a newsletter drop and notice in the local paper that Council plans to upgrade the particular park and requires community input	ongoing	Manager - Parks and Recreation	<ul style="list-style-type: none"> * newsletters distributed * meetings held * increased community involvement
	2. Hold approximately 2 meetings at the park or at an adjacent school to discuss: <ul style="list-style-type: none"> * local requirements * target age groups * available funding * design concepts * priorities 	ongoing	Recreation Assets Manager	
	3. Encourage participants to advise other local people how the process worked and what was achieved	ongoing		
B) To encourage community members to act as 'stewards' for their local pocket park	1. Provide a mechanism through which local residents can report anti-social activities to Council	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> * mechanism in place * improved communication between Council and local residents



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To utilise clear and aesthetically appropriate signage to depict prohibited and acceptable activities within these areas	1. Use signage types as provided within Council's Draft Urban Design Manual to replace existing inconsistencies in the design of signs, when new works are undertaken	ongoing	Manager - Parks and Recreation	<ul style="list-style-type: none"> * provision of suitable signage * complaints of sign ambiguity
	2. Provide positive information on signs as well as prohibitive information to depict the appropriate uses of this park type	medium term		



Issue 3: Recreation

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide a semi-natural recreational setting that promotes informal, small scale recreational activities	1. Provide grassed and landscaped areas within pocket parks	medium term	Manager - Parks and Recreation Recreation Assets Manager	<ul style="list-style-type: none"> * mix of appropriate grass and landscape levels implemented * seating installed * creative themes implemented where practical
	2. Provide a number of seats and sitting areas around the park to encourage its use as an informal area of recreation and social interaction	medium term		
	3. Wherever feasible, place an emphasis on the creative design of pathways within the park and entrances to it, which should distinguish the purpose of the park from the rest of the urban environment	long term		
	4. Wherever feasible, provide a creative theme to the park expressed through sculpture, path mosaics, statues and artistic signage	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To provide recreational facilities that are suitable to local recreational requirements focussing on young children and older people	1. Older people reside in greater proportions in the southern part of the City - this should be reflected by providing facilities for this group	ongoing	Manager - Parks and Recreation Recreation Assets Manager	* appropriate facilities provided
	2. More playgrounds are required in pocket parks in the Chifley, Matraville and La Perouse/ Yarra Bay areas	long term		
	3. Where there is a high proportion of children and/or older people, particular facilities should be provided such as playgrounds, special access ramps, seating and in some cases tables	medium term		
C) To incorporate playground facilities into the 'settings' of a number of pocket parks	1. Playground equipment to be chosen so that its 'theme' or appearance is in keeping with the park design and draws upon aspects of the park eg. An interactive landscape, sculpture, statues, to enhance the overall play experience	long term	Manager Parks and Recreation Recreation Assets Manager	* assessment regarding playground needs completed * playground equipment installed where appropriate
	2. Playground equipment need not be expensive or pre-manufactured- provide sand areas, suitable static barrels, etc. which are made safe and interesting	short term		



Issue 4: Design

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To ensure that all features and finishes are of a high visual standard whilst being durable and economically viable	1. Identify which materials are appropriate to each pocket park or group of parks in close proximity - use certain parks as test areas for new methods and materials	short term	Manager - Parks and Recreation Recreation Assets Manager	* reduced cost of routine maintenance * longer service life of furniture and finishes
	2. Purchase materials in bulk when prices are reasonable	ongoing		
	3. Prepare and use materials in such a way that they are less prone to damage eg. flush edges, careful location, appropriate selection of materials	ongoing		
	4. Liaise with other coastal councils to discuss materials and their successes	ongoing		



Issue 5 : Amenities and Facilities

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide the correct number of and appropriately designed garbage bins	1. Interview parks staff to ascertain need for bins and their appropriate locations and size - provide fewer rather than more bins than necessary, encouraging people to take litter home	short term	Manager - Parks and Recreation Recreation Assets Manager	<ul style="list-style-type: none"> park user surveys bins of appropriate design and number installed bins being utilised reduced time in removing litter from around park
	2. Refer to the Draft Urban Design Manual to determine the appropriate garbage bin type for the parks and their compatibility with other amenities; seating, paving, walls, etc.	short term	Manager - Environmental Services	



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To provide appropriately designed and required numbers of seats, benches and tables	1. Interview parks staff to ascertain the use of existing seating areas and the potential for more - include the potential for casual seating on walls	medium term	Manager Parks and Recreation Recreation Assets Manager	<ul style="list-style-type: none"> * park user surveys * appropriate seating installed * reduction in cleaning costs
	2. Refer to the Draft Urban Design Manual to determine appropriate seat, bench, table types (tables in the larger pocket parks) and their compatibility with other amenities: bins, paving, walls, etc.	medium term		
	3. Use materials that are easily cleaned of graffiti and other substances and are fire resistant	ongoing		



Issue 6: Vegetation

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To establish plant species that allow for a variety of recreational sensory experiences	1. In the well used pocket parks, plant areas of low shrubs and perennials that provide all year round vegetation cover and varying degrees of colour, aromas, texture and form	long term	Manager - Parks and Recreation Recreation Assest Manager Nursery Manager	* appropriate planting undertaken * establishment of plants * percentage of plant losses
	2. Plant trees that offer shade, in places where people are encouraged to sit and play	short term /ongoing		
	3. Plant trees and shrubs that are known to attract birds and insects and locate these at a safe distance from seating areas and play areas	medium term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) Wherever possible use native or indigenous vegetation species for new plantings to retain the indigenous seed bank of the local area	1. Utilise the Community Plant Nurseries facilities and expertise	ongoing	Manager -Parks and Recreation	* increased utilisation of Community Nursery plants * adherence to Street Tree Masterplan
	2. Continue to, and increase the use of native and indigenous plants from the Nursery	ongoing	Recreation Assets Manager	
	3. Continue in with the Street Tree Masterplan in which local plant and species types are determined and encouraged as new plantings in specific areas	short term/ ongoing	Nursery Manager	



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To encourage community members to take an active role within the establishment of pocket park trees	1. Promote the importance of trees through rates notices and schools community education programs	ongoing	Recreation Assest Manager and Nursery manager	<ul style="list-style-type: none"> * increased involvement between Council and schools regarding tree planting in parks * increased community involvement * positive feedback from residents
	2. To encourage local residents to participate in the 'Community Street Tree Planting Program' and broaden their knowledge on tree maintenance generally	ongoing		
	3. To develop a 'community tree sponsorship program' for parks in which trees are not easily established whereby community members/schools take on the responsibility of nurturing a new tree in order to 'green' their local park	medium term		



Issue 7 : Maintenance, Safety and Risk

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To maintain all pocket parks to safe standards	1. Develop comprehensive maintenance programs for staff working within pocket parks	short term	*Manager - Parks and Recreation Recreation Assets Manager	<ul style="list-style-type: none"> * maintenance program undertaken * safety and training program undertaken * playground safety monitoring system implemented * signs erected to prohibit dogs * leaflets distributed
	2. Independently develop a safety program to integrate with the maintenance program for all parks including pocket parks	short term		
	3. Provide appropriate training for new staff and regular 'refresher' training for other staff in parks and playground safety maintenance and preventative maintenance practices	ongoing		
	4. Regularly monitor the condition of all park equipment and review the maintenance program in light of the monitoring results	ongoing		
	5. Prohibit dogs from entering pocket parks through signage and localised leafletting	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To maintain all pocket parks to an acceptable aesthetic standard	1. Decrease litter levels and graffiti while tending to landscape maintenance and improvements	ongoing	* Manager - Parks and Recreation Recreation Assest Manager	<ul style="list-style-type: none"> * reduction in levels of litter and graffiti * system in place to address complaints * maintenance standards acceptable to the community
	2. Plant species in such a way that litter entering the parks is minimised and reduces access to areas where graffiti is likely to occur	ongoing		
	3. Ensure garbage bins are emptied on a regular basis and use bin signs to encourage people to take litter home if bins are full	ongoing		
	4. Vegetation and furniture to be maintained at levels according to the intensity of use of the site	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To minimise Council's Public Risk Liability within pocket parks	1. Advertise for tenders to undertake a comprehensive public risk assessment of all parks and reserves including pocket parks	short term	* Manager Parks and Recreation Recreation Assest Manager	* reduction in Councils insurance * reduction in legal costs * reduction in incidents
	2. Prioritise works and removal of potentially dangerous equipment and undertake these changes within the target period	short term		



Issue 8 : Funding

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To ensure those objectives within this plan that have cost implications are incorporated into the Management Plan's annual works programs	1. Incorporate actions within the annual works program in order of performance target and priority	ongoing	* Manager - Parks and Recreation Recreation Asset Manager	* actions incorporated in annual works program * review of actions undertaken on an annual basis
	2. Review action priorities on an annual basis in light of works already undertaken, newly available funds and ability to undertake proposed works	ongoing	Director - Corporate Services	
B) To allocate funds for capital improvements within pocket parks	1. Determine which two parks per year require upgrading according to local needs, the park condition and the distribution of capital works already taken place	ongoing	* Manager - Parks and Recreation Recreation Assets Manager	* allocate parks for works on annual basis * allocate funds for proposed works
	2. Allocate appropriate funds for identified works within annual works budgets	ongoing	Director- Corporate Services	



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To explore opportunities for sponsorship and alternative funding from the State Government, Industry and other relevant organisations	1. Ensure appropriate personnel are aware of available funding opportunities for works within pocket parks or facilities that are suited to these locations	ongoing	* Manager - Parks and Recreation Recreation Assest Manager	* funding applications made * staff resources allocated * sponsorship package developed and implemented
	2. Allocate staff members/time to develop funding applications that will lead to successes in securing the funding	ongoing	Director - Corporate Services	
	3. Employ a temporary staff member to undertake the investigation of potential sponsors and develop a package showing benefits and conditions to be sent to potential sponsoring firms/organisations	medium term		



3.3. Indicative Time Frame for Implementation

Issue 1: Management Planning

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING (annual review)
		1996 - 2000	2000 - 2006	2006 - 2015	
A1	Change the following open space areas to pocket park categories: • Alison Road #2 (B/7-020-02) • The Boulevard (B/3-716-01)				
A2	Change presently categorised pocket parks to appropriate park types				
A3	Update a number of pocket parks with their new names				
A4	Add newly built pocket parks to the inventory and provide suitable numbers				
B1	1. Playgrounds to be maintained in the following precincts and wards: Chifley, Manville, Yarra Bay, La Perouse, all North wards and all West Wards and any other sites indicated as necessary within Section 3.1 - "Management Planning" of this PoM				



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
B2	Playgrounds to be phased out at the end of their safe-life at those sites indicated within Section 3.1 'Management Planning' of this PoM				
B3					
Where particular need is demonstrated by the community and changing demographics, re-assessment of the above actions must take place					



Issue 2 : Communication

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM 1996 - 2000	MEDIUM TERM 2000 - 2006	LONG TERM 2006 - 2015	
A1		Notify local residents by a newsletter drop and notice in the local paper that Council plans to upgrade the particular park and requires community input			
A2		Hold approximately 2 meetings at the park or at an adjacent school to discuss: * local requirements * target age groups * available funding * design concepts * priorities			
A3		Encourage participants to advise other local people how the process worked and what was achieved			
B1		Provide a mechanism through which local residents can report anti-social activities to Council			
C1		Use signage types as provided within Council's Draft Urban Design Manual to replace existing inconsistencies in the design of signs, when new works are undertaken			
C2		Provide positive information on signs as well as prohibitive information to depict the appropriate uses of this park type			



Issue 3: Recreation

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM 1996 - 2000	MEDIUM TERM 2000 - 2006	LONG TERM 2006 - 2015	
A1		Provide grassed and landscaped areas within pocket parks			
A2		Provide a number of seats and sitting areas around the park to encourage its use as an informal area of recreation and social interaction			
A3		Wherever feasible, place an emphasis on the creative design of pathways within the park and entrances to it, which should distinguish the purpose of the park from the rest of the urban environment			
A4		Wherever feasible, provide a creative theme to the park, expressed through sculpture, path mosaics, statues and artistic signage			
B1		Older people reside in greater proportions in the southern part of the City - this should be reflected by providing facilities for this group			
B2		More playgrounds are required in pocket parks in the Chifley, Marraville and La Perouse/ Yarra Bay areas			
B3		Where there is a high proportion of children and/or older people, particular facilities should be provided such as playgrounds, special access ramps, seating and in some cases tables			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
C1		Playground equipment to be chosen so that its 'theme' or appearance is in keeping with the park design and draws upon aspects of the park eg. An interactive landscape, sculpture, statues, to enhance the overall play experience			
C2		Playground equipment need not be expensive or pre-manufactured- provide sand areas, suitable static barrels, etc. which are made safe and interesting			



Issue 4: Design

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		Identify which materials are appropriate to each pocket park or group of parks in close proximity - use certain parks as test areas for new methods and materials			
A2		Purchase materials in bulk when prices are reasonable			
A3		Prepare and use materials in such a way that they are less prone to damage eg. flush edges, careful location, appropriate selection of materials			
A4		Liaise with other coastal councils to discuss materials and their successes			



Issue 5 : Amenities and Facilities

WORKS	COMMENTS	FINANCIAL YEAR			
		SHORT TERM 1996 - 2000	MEDIUM TERM 2000 - 2006	LONG TERM 2006 - 2015	ONGOING (annual review)
A1		Interview parks staff to ascertain need for bins and their appropriate locations and size - provide fewer rather than more bins than necessary, encouraging people to take litter home			
A2		Refer to the Draft Urban Design Manual to determine the appropriate garbage bin type for the parks and their compatibility with other amenities: seating, paving, walls, etc.			
B1		Interview parks staff to ascertain the use of existing seating areas and the potential for more - include the potential for casual seating on walls			
B2		Refer to the Draft Urban Design Manual to determine appropriate seat, bench, table types (tables in the larger pocket parks) and their compatibility with other amenities: bins, paving, walls			
B3		Use materials that are easily cleaned of graffiti and other substances and are fire resistant			



Issue 6 : Vegetation

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM 1996 - 2000	MEDIUM TERM 2000 - 2006	LONG TERM 2006 - 2015	
A1		In the well used pocket parks, plant areas of low shrubs and perennials that provide all year round vegetation cover and varying degrees of colour, aroma, texture and form			
A2		Plant trees that offer shade, in places where people are encouraged to sit and play			
A3		Plant trees and shrubs that are known to attract birds and insects and locate these at a safe distance from seating areas and play areas			
B1		Utilise the Community Plant Nurseries facilities and expertise			
B2		Continue to, and increase the use of native and indigenous plants from the Nursery. Continue to, and increase the use of native and indigenous plants from the Nursery			
B3		Continue to, and increase the use of native and indigenous plants from the Nursery			
C1		Promote the importance of trees through rates notices and schools community education programs			
C2		To encourage local residents to participate in the 'Community Street Tree Planting Program' and broaden their knowledge on tree maintenance generally			
C3		To develop a 'community tree sponsorship program' for parks in which trees are not easily established whereby community members/schools take on the responsibility of nurturing a new tree in order to 'green' their local park			



Issue 7: Maintenance, Safety and Risk

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM 1996 - 2000	MEDIUM TERM 2000 - 2006	LONG TERM 2006 - 2015	
A1		Develop comprehensive maintenance programs for staff working within pocket parks			
A2		Independently develop a safety program to integrate with the maintenance program for all parks including pocket parks			
A3		Provide appropriate training for new staff and regular 'refresher' training for other staff in parks and playground safety maintenance and preventative maintenance practices			
A4		Regularly monitor the condition of all park equipment and review the maintenance programs in light of the monitoring results			
A5		Prohibit dogs from entering pocket parks through signage and localised leafletting			
B1		Decrease litter levels and graffiti while tending to landscape maintenance and improvements			
B2		Plant species in such a way that litter entering the parks is minimised and reduces access to areas where graffiti is likely to occur			
B3		Ensure garbage bins are emptied on a regular basis and use bin signs to encourage people to take litter home if bins are full			
B4		Vegetation and furniture to be maintained at levels according to the intensity of use of the site			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
C1		Advertise for tenders to undertake a comprehensive public risk assessment of all parks and reserves including pocket parks			
C2		Prioritise works and removal of potentially dangerous equipment and undertake these changes within the target period			



Issue 8 : Funding

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (annual review)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996 - 2000	2000 - 2006	2006 - 2015	
A1		Incorporate actions within the annual works program in order of performance target and priority			
A2		Review action priorities on an annual basis in light of works already undertaken, newly available funds and ability to undertake proposed works			
B1		Determine which two parks per year require upgrading according to local needs, the park condition and the distribution of capital works already taken place			
B2		Allocate appropriate funds for identified works within annual works budgets			
C1		Ensure appropriate personnel are aware of available funding opportunities for works within pocket parks or facilities that are suited to these locations			
C2		Allocate staff members/time to develop funding applications that will lead to successes in securing the funding			
C3		Employ a temporary staff member to undertake the investigation of potential sponsors and develop a package showing benefits and conditions to be sent to potential sponsoring firms/organisations			



4. REFERENCES

Manidis Roberts Consultants and Department of Conservation and Land Management *Local Governemtn Act 1993 - Land Management Manual* (1993)

McNair and Anderson *Randwick Community Needs Survey* (1986)

RCC *COSRPOM Community Survey* (1995)

Veal. AJ, *Leisure Research Case Studies* (1990)



7. APPENDICES

Appendix A

Schedule of Pockets Parks Under Randwick Council's Ownership

NAME	REFERENCE No	LOCATION	DEDICATION	COMMENTS
Adventure Playground	A/7-639			
Allawah Park	A/4-495-02	Maroubra Road	Gift; 9/2/53 Covenant: to be used as a park for aged, no games, building or play equipment	DEED# 33 0.43300Ha
Ernest Collins Reserve	A/143-01	Byron Street Coogee	Acquired 2/8/18, named at Council meeting 10/9/85	Unmade section of Byron Street adjacent to Oberon Street area (Ha): 061000
Kokoda Memorial Park	A/5-143-01	Byron Street Coogee	Acquired 19/8/09 for public recreation	Ornamental passive park with lawns, plants and play equipment. DEED No. 8 area (Ha): .407220
Les Briges Playground	A/6-052-01	Baker Street Kensington	Govt.gazette notices.	Developed as a playground area (Ha): 054000
Fitzpatrick Park	A/6 -260-01	Eastern Avenue Kensington	Govt.gazette notices acquired for public recreation	Acquired for public recreation DEED 30 area (Ha): 150000
Randwick Peace Park	A/7-048-06	Avoca Street Randwick	Govt.gazette notices :Council meeting 12/2/85	Land set aside for public recreation area (Ha): .163000



NAME	REFERENCE No	LOCATION	DEDICATION	COMMENTS
Water Reserve	A/7-755-01	Wansey Road Randwick	Govt.gazette notices G.G 10 24/1/69 (Road Widening)	Park Recreation, garden area (Ha): 0.224000
Alison Rd#3 (cr of Alfred)	A/5-020-03	Alison Road Coogee	Govt.gazette notices	Area (Ha): 0.021400
Baird Reserve	A/2-051-0	Baird Avenue Port Area	Govt.gazette notices:acquired 14/3/75 for public recreation	DEED No. 69 area (Ha): 0.116000
Carrington Rd (tramway)	A/5/161/01	Carrington Rd Coogee	Govt.gazette notices: GG 1/4/24 (tramway purposes)	DEED #53 area (Ha): 0.252900
Simeon Pearce Park	A/7-413-01	Jane Street Randwick	Govt.gazette notices: area dedicated as a park	residential size allotment area (Ha): .045000
Unn-Pillars Place	A/3-839-01	Pillars Place Matraville	Govt. gazette notices acquisition date 12/10/76	Public recreation area (Ha): .073050
Ocean View Park	A/4 -120-02	Broom Street Maroubra	Govt. gazette notices	DEED # 67 area (Ha):0.160000



Appendix B

Results of the COSRPOM Community Survey

A total of 8,000 surveys were distributed throughout the Randwick City LGA. The delivery team used the census collector district boundaries (CCD's) within which there are an average of 200 dwellings. By delivering an average of 37 survey forms within each of the 216 collector districts, the 8,000 household deliveries were achieved. For the survey results to be significant, a return of 600 was required although 800, or 10% was aimed for. In the event, the return used in the calculations below was from 640 people, although surveys were still being returned almost a month after the close date.

(Respondents were required to respond to three of up to eleven statements within each of questions 1-8. If, for example, 640 people addressed a question, the statistics will show the percentage of that total number of people who responded positively to each of the three most popular statements.)

Question 1:

When asked *which facilities or amenities did people require more of*, 282 people out of 611 who responded to the question, (46.2%) indicated that shade structures were necessary, followed by the provision of coastal walking trails at 44.6% and bike lanes at 37% of respondents

Question 2:

The 1986 recreation needs study indicated that 70% of the 600 respondents were in favour of additional landscaped parklands being provided. In 1995 we asked the question slightly differently: *'If Council were to buy more land for open space purposes, what type of open space should it be for?'* A significant 71.7% of respondents indicated that land to extend the coastal walkway was necessary and 51.9% of respondents indicated that land containing threatened plants and/or wildlife should be purchased.

Question 3:

When asked *which three options will best improve the general appearance of the City's open space area*, of the 622 people that answered this question, the highest response was to provide native plants (53.3%), followed closely by demolishing/refurbishing unsightly buildings and designing new buildings to be in keeping with the open space location (54.2%) and providing attractive park furniture (49.2%) indicating that a reasonably equal aesthetic emphasis should be placed on all elements: the natural; built; and 'comfort' values of the City's open spaces.

Question 4:

When asked what people consider to be *the most effective ways that Council can raise people's awareness of the natural environment* a significant 57% of the 622 respondents saw interpretive signage as the best way, followed by the provision of school kits (54.5%) and the provision of an environment centre (41.6%). Clearly, the most favoured method is not necessarily the most expensive method of raising environmental awareness.

Question 5:

The most favoured areas of open space where maintenance practices seen as necessary to be increased include beach areas where a tremendous 90.7% of the 623 respondents for the question saw this area as important for maintenance, followed by playgrounds indicated by 51.0% and sports parks at 37%.



Question 6:

When asked *which type of maintenance required more attention within open space areas* the removal of litter was the most popular at 66.3%, followed by the removal of graffiti (56.5%) and the maintenance of amenities buildings (44.0%) of the 623 respondents.

Question 7:

A health and safety question requiring people to indicate *which areas of health and safety should have the highest priority* found that out of the 612 respondents, 70.9% saw glass and needles removal as a priority, 61.6% saw rubbish removal as a priority and 49.2% saw policing of open space areas against anti-social activity as a priority.

Question 8:

Addressed the question of *how Council may best inform residents of improvements or plans to improve open space areas*. Of the 626 respondents, 74.6% considered notifications in newspapers was one of the best ways, the next popular being notification through a newsletter delivered to people's homes (51.0%), followed by display of posters and brochures in public areas at 43.1%.

(Questions 9-11 use the Likert Scale technique whereby respondents grade their answers according to whether they agree or disagree, with 1= strongly disagree, 2=disagree, 3= not sure, 4= agree and 5= strongly agree.)

Question 9:

This question asked whether *respondents agreed that a joint venture between Randwick City Council and its neighbouring councils to provide a multi-recreational indoor facility-* from the total 617 people who responded to this question 45.2% strongly agreed, while 5.0% disagreed indicating fairly strong support for this concept although further investigation as to community perceptions will be necessary.

Question 10:

The statement offered in this question was *Council should look at re-designing road space in low volume traffic areas to provide safer play areas for local children* both the 'strongly disagree' result (9.5%) and the 'disagree' result (9.4%) showed quite a high resistance to this idea, while the 'strongly agree' result of 42.6% also means there is reasonable community support for this concept. Again, this will need to be researched further on an specific basis.

Question 11:

The question of whether *park users should share buildings in order to minimise the loss of open space* (by not needing to provide more buildings) was strongly agreed with by 44.1% of the total 610 respondents while only 3.6% strongly disagreed with the statement.

Question 12:

When asked *which one group of people required more open space facilities suitable to their needs*, out of the 10 choices respondents were offered, the most popular response at 24.5% was for 'families' to be provided with more facilities followed by 'young people' at 23.3% and people with disabilities at 20.0%.

Question 13:

This provides Council and the community with interesting results of the *appropriate (non traditional)*



facilities in well used parks. People were able to tick any activity they wanted and therefore were not restricted to any number of answers. Responses offered showed the following to be appropriate from a total of 623 respondents:

Occasional concerts	62.0%	of people responded positively to this option
Outdoor plays/cinema	47.5%	
Coffee Shops	44.5%	
Kiosks	43.2%	
Arts & Crafts fairs	41.4%	

Question 14:

Respondents were asked *which one area aimed at protecting the environment of the City of Randwick, should be given the highest priority* - pollution control was a convincing first place at 62.4% of the 604 respondents for this question. Further assessment and information derived from other community consultative methods has shown that the community considers stormwater pollution control should feature heavily in the area of Council's pollution control efforts.

Question 15:

Of the 352 people who said they *would like to be involved in helping to improve parks, beaches and recreation in the City of Randwick*, an encouraging 51.7% responded that they would get involved in the 'Community Street Tree Planting Project', 50% said they would notify Council of any problems or necessary maintenance and 31.4% said they would join a consultative group that would recommend improvements to a specific open space area close to their home.

Question 16:

This was an open ended question that asked *which presently unavailable leisure/sporting activities and/or open space facilities would you like to see provided in the City of Randwick* - 29 different categories were derived from the many responses with the most popular being bike lanes and a cycleway at 21.5% of respondents, the coastal walk link and walking tracks associated with it at 14.2%, basketball facilities and an indoor pool each representing 12.4% of respondents and an indoor sports centre that was identified as necessary by 10.7% of respondents.

Question 17:

In terms of who actually responded to the survey, not all people filled in the five elements of this question, but for those who did; 55.2% were female, reflecting reasonably balanced gender mix (Randwick LGA comprises 50.2% female and 49.8% males).

The age of respondents was dominated by young to middle aged adults; 41.1% and 30.7% respectively (actual Randwick total of these age groups; 52.5%), *full-time employed and retired people made up a total of 65.4% of respondents with representation from the unemployed being the lowest at 2.5%.*

The \$20,000 - \$40,000 income bracket was most highly represented at 33% followed by those earning \$40,000 - \$70,000 at 21.7% and a reasonably even representation from all income earners in the brackets below these, while full time workers dominated the occupation type at 44.9% of the 602 respondents.

The highest response rate was from those who reside in the Coogee postcode area 28.5% followed closely by the Randwick/Clovelly and Maroubra postcode areas respectively at 24.8% and 20.4% which can be said to reflect the population densities within the City of Randwick.



Appendix C

User Pays

Parks, ovals and reserves, medium strips and beaches are high maintenance areas that cost Council in the order of \$5 million per annum. These costs are to a small extent offset by groups and individuals paying for the use of some facilities eg., playing fields, pools, beach hire for commercial gain etc. to the order of \$300,000 (1994/95 cost estimates). In addition to maintenance costs, grants and developer contributions provide funding for new facilities for the 'embellishment' of existing facilities. Open space funding is however one of many other services provided by Council and one which must be looked at in priority terms along with community centres, garbage collection, local enforcement, upkeep of roads, etc.

Council's goal is to fund the improved provision of open space and its associated facilities. Innovative methods require investigation and piloting eg., selling advertising within a Recreation Directory; charging for social gatherings/events such as weddings and parties and investigating further income producing activities associated with the Community Nursery. Lease and licence agreements and associated charges must be based on the user pays principles set out below. However, regular booking of facilities for the exclusive use of playing fields may incur an increased cost and conversely, clubs involved in a lease agreement whereby improve of facilities at their own cost is necessary, will see reduced user charges than those identified within the user pays formula.

Sports ovals (District and Regional parks) take up a substantial proportion of the maintenance budget for open space. Some of these costs should be offset by users paying for their exclusive use of these areas. As well as grants, developer contributions and a maintenance fund, 'user pays' charges are levied to regular users of sports fields, commercial photographers and filming crews at the beaches and license and lease fees are charged to those with a stronger commitment to the consistent use for club purposes of open space facilities. This plan provides methods of measuring user pays that are based on maintenance, administrative and on site staff costs for the following:

- * *Public sporting uses* such as football, netball, cricket, basketball whereby a percentage of the upkeep and maintenance of the area will be charged to the hiring club/organisation in relation to their time using the defined area (see formula below);
- * *Public Cultural uses* such as carnivals, theatre, film shows and community performance will incur a flat rate as follows which is based on current charges:

Cultural and Social Events Proposed Charges

Location	Day(\$)	Half Day(\$)	Hour Rate(\$)
Coogee Beach (and Grant Reserve)	160.00	90.00	30.00
Maroubra Beach (and Byrne Reserve)	140.00	70.00	23.00
Yarra Bay Beach (and Bicentennial Park)	140.00	70.00	23.00



Location	Day(\$)	Half Day(\$)	Hour Rate(\$)
Clovelly Beach (and Bundock Park)	110.00	55.00	17.00
Malabar Beach (and Cromwell Park)	110.00	55.00	17.00
Frenchmans Beach (and reserve)	110.00	55.00	17.00

- Private Social uses* such as weddings, parties and gatherings which are not profit oriented will be charged the full cost of upkeep and maintenance of the area used in relation to the pre-arranged time spent using the area.
- Commercial uses* such as filming, photography and promotions which are profit oriented to be charged the full rate of upkeep and maintenance of the area in relation to the pre-arranged period of use. The following revised charges are recommended:

Filming - Proposed Charges

Filming Type (per day)	Charge (\$)
Feature film	600.00
Commercials and non- Feature films	450.00
Still photography	160.00

For the sporting fields charges, four different classes of fields will be used, standardising user pays fees among those within each classification. The premiere class, Coogee Oval, is the top venue for sport within the City of Randwick, Class A comprises excellent quality playing fields, Class B include those that are in good quality and Class C are those that are in need of repair, are not full size or are in areas where use is low because of low population numbers or an inconvenient location.

Currently hired playing fields by their Class grouping are as follows:

<i>Class</i>	<i>Park/Reserve</i>
--------------	---------------------

Premiere Class: Coogee Oval

Coogee Oval has a maintenance cost of \$172,800 per annum

Class A: Snake Main Ground
Kensington Oval



Class A playing fields are averaged to cost Council \$109,100 per annum

Class B:

- Snape Outer Ground
- Burrows Park
- Paine Reserve
- Latham Park
- Coral Sea Park
- Nagle Park
- Pioneers Park
- Heffron Park #1
- Heffron Park Hockey Field #1
- Heffron Park Hockey Field #2
- Heffron Park Hockey Field #3
- Heffron Park Hockey Field #4
- Heffron Park #3
- Heffron Park #4
- Heffron Park Mini Soccer Fields

Class B playing fields are averaged to cost Council \$18,871 per annum

Class C:

- Bardon Park
- Broadarrow Reserve
- Trenerry Reserve
- Byrne Reserve
- Woomera Reserve
- Heffron Park #2

Class C playing fields are averaged to cost Council \$8,800 per annum

The following formula has been developed for determining the cost of maintaining playing fields within each class type per hour:

(The premiere class (Coogee Oval) is used within this example)

- a) cost of annual maintenance of playing field (\$172,800)
- b) divided by 48 - the number of potential playing weeks (\$3600 per week)
- c) multiplied by eg., 26 - the summer season weeks (\$93600)
- d) divided by 424 - the number of hours used in the summer season (\$220)
- e) add the total season hours across the periods and divide by the number of periods within the year to reach cost per hour (\$135) (see Table 5)

$$(a / b \times c / d / e = N)$$

NOTE:

* Weeks Per Season

Winter Season	=	22 (April through to August)
Summer Season	=	26 (October through to March)



Maintenance Costs, Hours of Use and Recouping Charges for Sporting Venue Classes within the City of Randwick

Park/Reserve classification	hours of use				sum hours of use	maintenance cost (\$)	(maint cost / 48 playing weeks x weeks in season / user hours)				average users charge per hour (\$)
	wint w/e	wint w/d	sum w/e	sum w/d			wint w/e	wint w/d	sum w/e	sum w/d	
Premiere Class	747.0	97.0	424.0	-	1,268	172,800	106.0	81.0	220.0	-	135.6
Class A	998.0	2260.5	1057.0	834.0	5,149	109,100	50.0	22.0	55.0	70.0	49.1
Class B	3064.5	8967.0	696.5	3316.0	16,043	18,871	2.8	0.9	14.6	3.0	5.3
Class C	157.5	760.5	314.0	453.0	1,685	8,800	25.6	5.3	15.0	10.5	14.1
TOTAL	4,966.5	12,085	2,491.5	4,603		338,300	170.5	106.1	101.0	77.7	

If the costs of maintenance for each classification are incurred in full by the user, those costs for users of the Premiere and the Class A sports fields would be significantly greater than those set out in the current Management Plan for Randwick City Council (1994/97). The class B fields on the other hand show a significantly reduced user fee from that within the Management Plan.



Class B fields are used far more intensively than the other classes. This additional use brings the user price down according to the above equation. However, both as a benefit to the higher grade fields and to those who enjoy watching sport at this premiere level, a subsidy towards these classes will be partly provided from the B Class field players and largely from Council's funds. Additionally, all B Class fields and/or associated facilities will be experiencing capital improvements within the life of this plan and funds from users will help to contribute towards this.

It is also expected that for the A Class and Premiere Class fields, leases will be taken out with Council and all lessees are expected to undertake capital works as part of the agreement (see Leases and Licenses) therefore reducing further cost to Council.

The following increases are proposed in order to bring user charges more closely in line with maintenance costs:

Current and Proposed User Charges for Sports Venues

Class	Current Charge (adult weekday) (\$/ hour)	Charge to re-coup costs (\$/ hour)	Proposed charge (\$/ hour)	% increase (\$/ hour)
Premiere Class	25.00 (presently Class A)	135.60	40.00	62.5%
Class A	25.00	49.10	32.50	50.0%
Class B	17.00	5.30	25.50	50.0%
Class C	10.50	14.10	14.25	37.5%

NOTES:

1. All proposed increases are to be introduced within a five year period with 20% annual increments until then.
2. Lease and license tender documents to be based on these costs but will incur appropriate deductions or increases as determined by Council
3. Fees to vary from those above for turf wicket use, public holidays, Sundays and Weekends at the same percentage difference as those currently set out within the Management Plan.
4. Schools use after school hours and certain community events to be charged at 20% of the above rates.
5. Night lighting is in addition to the charges identified above.
6. Any additional services required, including maintenance, will incur additional costs.

Heffron Park netball courts will be considered in the C Class and therefore incur a 37.5% increase above current charges over a five year period.

All other charges set out in Council's Management Plan are recommended as continuing to increase at the CPI rate.



Appendix D

Lease, Licence and Permit Arrangements

The principle characteristics of licence or lease agreements include the following; a licensee should not have the legal right to exclusive possession of public land and conversely, a lease agreement provides exclusive or concurrent rights of possession, occupancy and access to the premises. Council is able to enter into either a licence or lease agreement with a third party for the use of public land either through the provisions of the Crown Land Act, 1989 or the Local Government Act, 1993. The former Act being applicable to Crown Reserves for which Council has been appointed Trustee. In either case, certain requirements and conditions peculiar to each Act are imposed on Council to ensure that the land being subject to a licence or lease agreement will be put to a use that is ancillary to the purpose for which the reserve or parkland has been set aside, that is, for the purpose of public recreation and enjoyment.

The Environmental Planning and Assessment Act, 1979 further ensure that any development proposal put forward by an existing or potential licensee or lessee wishing to develop public land, meets the criteria outlined within the planning instrument. Together these Acts effectively protect the land from inappropriate development or use such as excessive commercialisation and alienation of public land.

It is proposed that *permits* will be issued for activities such as: carnivals; festivals; busking and other similar events. Activities subject to a permit will be permissible in all but remnant bushland areas where such activities are deemed inappropriate. Permits will replace the current 'seasonal licence' agreement system. Permits, unlike the standard lease and licence agreements will not require the holders to undertake any maintenance or repair works on the area they have received permission for. Furthermore, applicants may be required to submit a Local Approvals Application unless for a standard sporting use.

The various activities deemed appropriate and inappropriate by Council and a significant number of the community representatives who were consulted in the preparation of the plan, are reflected in the generic park types, each of which have their own specific goals. In accordance with these goals and appropriate uses, the following table identifies the type of arrangement and permissive use that is suited to each park type. This distribution amongst the park types ensures an equitable balance of facilities and preserves the purpose for which the park was set aside.

Management by Legal Agreement of Open Space Facilities

PARK TYPE	LEGAL ARRANGEMENT TYPE	PERMISSIBLE USE
REGIONAL	LEASE	Major Sports Events
DISTRICT	LEASE, LICENCE, PERMIT	Regional and local sports, social and cultural events
NEIGHBOURHOOD	LICENCE, PERMIT	Local team sports, social and cultural events
BEACH/FORESHORE	LICENCE, PERMIT	Promotional, social and cultural events



REMNANT BUSHLAND	NONE	Low key passive use
POCKET	PERMIT	Social activities
CIVIC	PERMIT	Social and cultural events
ROADSIDE RESERVE	PERMIT	Promotional, social and cultural events

Leases and licenses also provide a source of income for Council. In the case of Crown land, income derived must be returned to the land and utilised for further improvements or maintenance works in the reserve. This should also be the case for Council freehold community land where substantial income can be attained through licensing or leasing agreements. Alternatively, these agreements should place the obligation of maintenance and improvements on the licensee or lessee. Permit holders will pay the full 'user pays' fees outlined in Appendix C, while lease and licence holders will be based on user pays charges and adjusted according to maintenance and/or capital works programs that the lessee/licensee has agreed to undertake.

Where licences and leases are to be considered, the following conditions, besides those standard conditions imposed by Council, should apply:

- (a) Licenses and leases should meet the requirements of the respective Act under which they are issued as well as Council's town planning controls.
- (b) The agreement should clearly define the rights to occupy and avoid rights to *exclusive* occupancy, access or concurrent posse.
- (c) New and renewable licence and lease agreements with a rental return value, or established potential commercial value as determined by an independent valuation of over \$10,000 pa (Consumer Price Indexed from 1995 onwards) are to be offered by public tender in accordance with the Local Government Act, 1993.
- (d) The alienation of extensive tracks of public land by commercially orientated development at a single site should be avoided where:
 - a development proposal displaces a high number of existing user groups
 - the total area of land to be alienated represents a substantial proportion of the sites available open space.
 - the proposal contravenes the outcomes of public consultation and the requirements of the respective governing Acts for that land.

In addition, where tenderers are the existing lease or holders, consideration should be given to that party's past contribution to the community through their previous improvements or services. However, this factor should not be the determining factor in assessing tender applications. Council should strive to achieve a reasonable return that reflects accountability in the management of recreational resources.



For lease agreements the following additional conditions should apply:

- (a) Lease agreements should only be entered into where the applicant proposes to expend \$ 1.2 million on new development works (CPI adjusted from 1995). These works should not include maintenance works. Other conditions relative to Development and Building Application submissions should also apply.
- (b) Lease agreements should not be extended by the provision of an option.
- (c) To preserve a diversity of recreational opportunities the proposed development must be ancillary to the purpose of the park and must not duplicate other nearby facilities such as golf driving ranges, gymnasiums etc. In addition, they must avoid duplicating facilities were there already exist a significant number of nearby similar facilities such as particular types of sports playing fields.

In addition, the following condition should be applicable to licence agreements:

- licence agreements should not exceed five (5) years with an option of an additional five years being offered only if Council agrees that the licensee's expenditure and the nature of the type of development warrants such a condition. Assessment of the development proposal should be as outlined in this plan and the relevant legislation.

Leasing and Licensing of Open Space Facilities

GOAL	STRATEGY	PRIORITY	RESPONSIBILITY
To ensure accountability in the management of legal agreements for the use of public land	1. Ensure compliance as per this plan. 2. Ensure terms and conditions are equitable and achievable for all parties 3. Ensure a reasonable or market return on all recreational assets subject to licence, lease or permit agreements	high	Corporate Services Engineering Services
To ensure that any lease, licence or permit arrangement benefits the community through the introduction of improved recreational opportunities	1. Ensure that there is a demand for the lease/licence/permit activity as per this plan and associated generic plans of management. 2. Monitor the use and facility under the legal agreement 3. Ensure that all agreements result in fulfilling a range of identifiable benefits to the community	high	



GOAL	STRATEGY	PRIORITY	RESPONSIBILITY
To control the amount of open space land that is leased or licensed to private and community organisations	<ol style="list-style-type: none"> 1. Wherever possible avoid the fencing of leased or licensed facilities 2. Provide licensees and permits where applicable that avoid the <i>exclusive</i> use of open space 3. Leases and licences to be entered into only in certain open space locations as per this plan 	high	
To decrease Councils day to day management and maintenance role within district and regional parks through the provision of lease/license agreements	<ol style="list-style-type: none"> 1. lease arrangements to be made available for all district and regional parks 2. lessees must undertake capital improvements to a minimum sum of \$1.2 over a 20 year lease period 3. Ensure that maintenance and management matters set out in the license/lease agreements are being upheld through a consistent review process 	medium	
To provide a set of standard conditions for all lease and license agreements	<ol style="list-style-type: none"> 1. all leases and licenses to comply with the Local Government Act (1993) and the Crown Lands Act (1989) as appropriate 2. licenses to avoid any rights to exclusive occupancy 3. Agreements to be unambiguous in their intent and purpose 4. No licence agreement is to exceed a five year period, with an additional five year option being offered on the compliance of specific conditions 5. All other conditions to be complied with as per this plan 	high	

