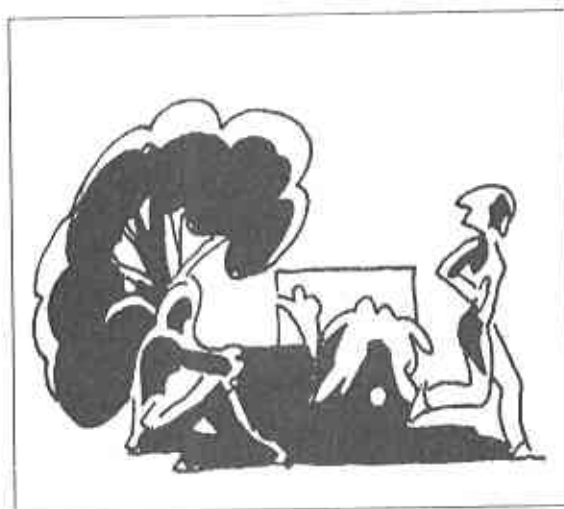


DISTRICT PARKS GENERIC PLAN OF MANAGEMENT



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.

Council has a number of 'district' parks within its city area including Snape Park, Pioneers Park, Coral Sea Park, Nagle Park, Kensington Park and Latham Park. These are parks that have a sporting tradition but also offer non-structured recreational activities such as picnicking, playground use and relaxation on the parks shady perimeters. They generally attract people from around the Eastern Suburbs as well as those who live close to the parks and are more sports orientated than 'neighbourhood' parks but less so than 'regional' parks.

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

DISTRICT 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
LGA	Local Government Area



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). The district parks plan addresses issues raised by community representatives, local experts, government authorities and Council's internal steering committee for the COSRPOM.

The plan covers all parks that provide 'district scale' sporting and recreation facilities within the City of Randwick. This includes both Council owned 'community land' under the Local Government Act (1993) (LG Act) and Crown Land. The principal goal of the plan is stated below:

'The provision of safe, diverse and quality recreational opportunities for the residents of and visitors to Randwick City's district parks'

District parks are a sub-category under the 'Sports Ground' category as defined within the LG Act (1993). They predominantly serve to fulfill a large proportion of the sporting needs of residents and visitors to the City of Randwick. They also serve an informal recreational purpose around the park perimeter where playgrounds, picnic facilities and in some cases barbecues, childrens cycle tracks and landscape planting works (including the provision of shade) are recommended. This plan of management emphasises the multi-purpose of district parks for both formal and informal recreational activities and recommends a combination of facilities to serve these activities. Licence agreements under the LG Act for the two 'community land' district parks; Snape and Nagle, are applicable to this plan of management.

Each district park within the City of Randwick has its own distinct management issues particularly in regard to the use and leasing/licensing of the sports fields. It is therefore recommended that specific plans of management for each district park are developed. Lessees/licensees will play an important role in the management of the leased/licensed areas within these parks. The development of specific plans of management will also ensure that the use of the park and the needs of residents and visitors can be further investigated and detailed management recommendations set out accordingly. The majority of district parks are still to be covered by plans of management. The major recommendations of this plan are as follows:

- * Increase the recreational opportunities for families and people requiring the use of sporting facilities
- * Plans of management and associated lease/licence agreements to be drawn up for all district parks
- * Improve the efficiency and effectiveness of existing maintenance practices
- * Increase communication levels and understanding between Council and the community/sporting groups regarding recreational requirements
- * Buildings to be sensitively designed and new ones/additions to be located only when a strong need has been demonstrated
- * Access to these open space areas to be available to all

A twenty year time frame is recommended for this plan with annual reviews for recommendations that have cost implications and five year reviews 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 Jecuda
Strategic Planner - Works Division



1. INTRODUCTION

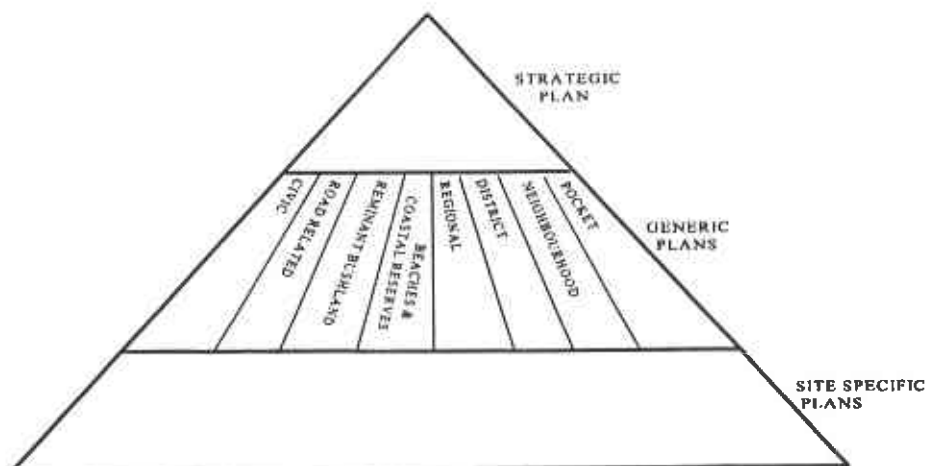
1.1 Aim and Background

Aim of the District Parks 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 district parks within the City of Randwick.'

This generic plan of management for district parks is one in a series of eight, twenty year generic plans that comprise the Randwick City Open Space and Recreation Plan of Management (COSRPOM). It has been prepared in compliance with the LG Act (1993) and is categorised a 'Sports Ground' under the LG Act and sub-categorised into the 'District Park Generic Plan of Management for the COSRPOM. 'Generic' plans are those that incorporate the management of a number of areas comprising the same values and characteristics, in this case district parks. A Strategic Plan for all open space and recreation opportunities within the City of Randwick links with, and provides direction to the Generic Plans which then feed directly into the site specific plans of management. Together, these provide a comprehensive management approach for open space and recreation in the City of Randwick for the next two decades. Figure 1 demonstrates how the generic plans of management relate to the overall structure of the COSRPOM.

Figure 1: *The COSRPOM Plans of Management*



District parks provide a significant level of recreation opportunity particularly for the formal recreation sports requirements of the residents of, and visitors to Randwick City. Other than Coogee Oval and facilities that are located within Heffron Park which are classified 'Regional Parks', almost all the sporting fields are located within district parks. Within these parks opportunities for sports development is available offering facilities outside the education arena for after schools sport and for participants who have left school and play on a casual basis or represent their local team. District parks should also serve to accommodate those who are spectating sporting games or who wish to use the park for a picnic, to exercise the dog, utilise a playground or simply enjoy the green space in an otherwise built up urban environment. Increasingly, facilities within district parks are catering for these less formal recreational uses and this plan aims to further improve informal recreational opportunities for these users.

District parks within Randwick City are generally located within the central area of Council's boundaries with concentrations around the suburb of Maroubra - this is also where the majority of young people and young adults live. Playing fields are in high demand throughout the Eastern Suburbs and sports players from a number of adjoining council areas regularly travel to Randwick City to use its playing fields. Randwick's dominant sporting history has resulted in the location of a relatively high number of sports playing fields which, due to the regional demand for such facilities, are highly utilised even though on a national level statistics show traditional sports participation to be on the decrease.

Conflicts over the provision of recreation for the general public and those for which fees are charged are reviewed within this plan of management. Non-permissible activities and facilities as indicated via community consultation are also prescriptively set out. Figure 2 shows where Council owned 'community' Crown Land district parks are located.

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 classified such land as either 'community' or 'operational'.

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.

All land that Council resolved to be 'community' must, by July 1st 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. Where Council holds a number of community land areas that have similar values and characteristics, 'generic' PoM's may be adopted to provide one comprehensive plan of management. 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. Where appropriate, Environmental Planning Instruments under the EP&A Act (1979) 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 District Parks within the City of Randwick

The following lists all open space land within the district park category and sub-categorises it into the various ownership groups: (see Figures 2 and 3 for location points)

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

Parcel of Land	*Recreation Inventory No.	Ownership	Management Body	Reference No. on Fig.2
Nagle Park	A/4-753-01	Council	Council	1
Snape Park	A/4-683-01	Council	Council	2
Coral Sea Park	B/4-793-01	Crown	Council	3
Kensington Park	B/6-060-01	Crown	Council	4
Latham Park	B/4-548-02	Crown	Council	5
Pioneers Park	B/3-031-05	Crown	Council	6

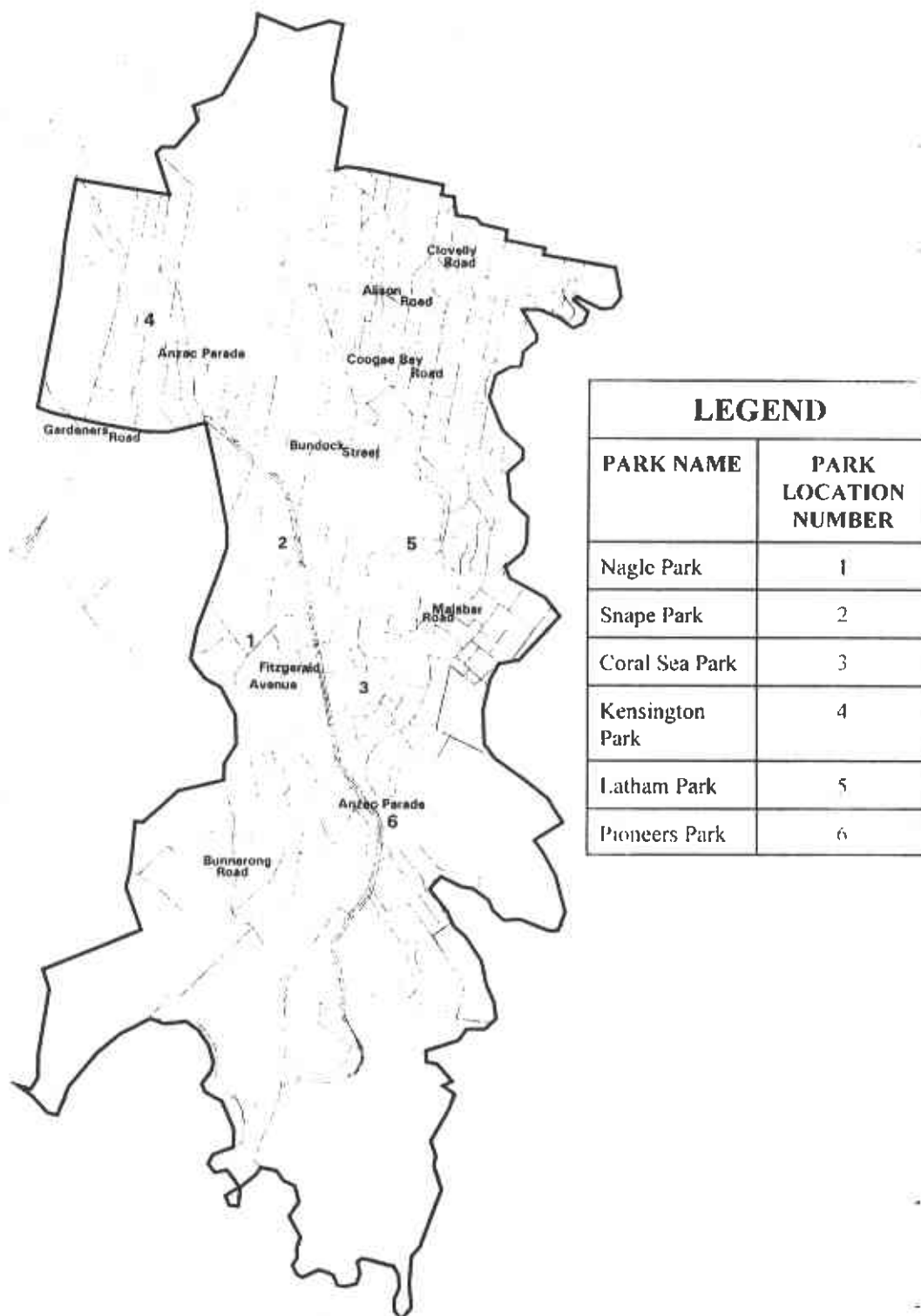
* the recreation inventory is a data base of parks and reserves information and lists all parks and reserves within the City of Randwick using reference numbers such as those shown

Public and Private District Park Open Space

The total area of Council managed district parks presented in Figure 2 is approximately 43 hectares of which 9.45 hectares are Council owned 'community land'.



Figure 2: Distribution of District Parks within the City of Randwick (including Community and Crown land)



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 district 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 district 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 measurees. 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.

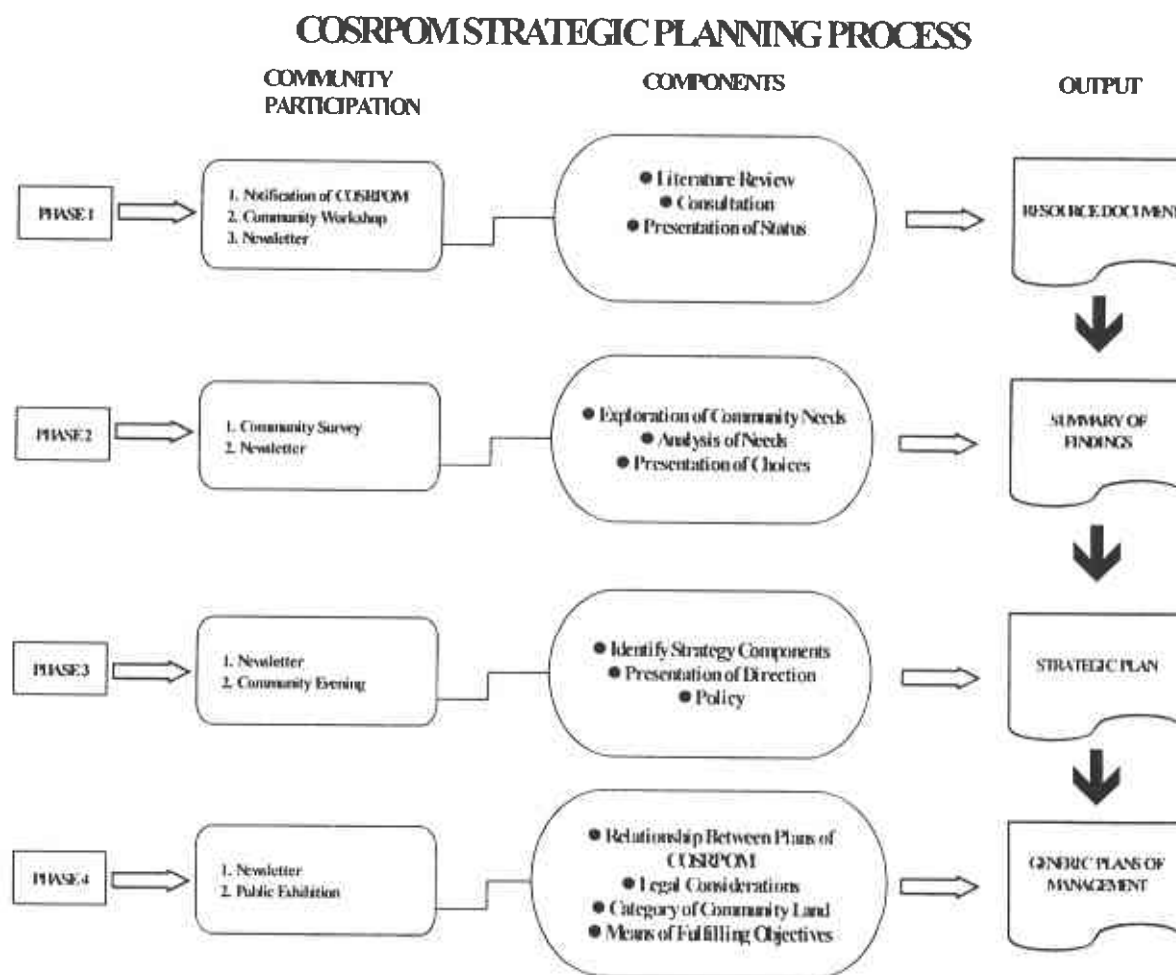


1.5 Community Participation

Community Participation Process

A comprehensive consultative process was undertaken throughout the preparation of the City Open Space and Recreation Plan of Management (COSRPOM). Figure 3 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.

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

Table 2: District Parks Generic Characteristics determined by Community Representatives

Setting	Vegetation	Furniture	Size	Buildings	No. of People	User type	Distance to travel
active	shade grass and turf	playground equipment	large	change rooms	large numbers	sports people	public transport
		seating		amenities	teams	individuals	bicycle
		bicycle tracks		kiosk	high turnover	concerts	car
		lighting					(Generally further than walking)



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 the district parks of 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 opportunities for Randwick residents.
3. To ensure access for all including actual and perceived access to recreational resources.

Community Goal:

'To provide large, well maintained, clearly defined sporting and recreation facilities and amenities, close to public transport.'

2.3 Guiding Principles

1. Publicly Accessible Sporting and Informal Recreational Settings
2. Clear Communication of the many Recreational Needs and Changing Trends
3. Non-Alienating Parks that Welcome Diverse Range of Users
4. Visual Character to be of a High Standard Reflecting Natural and Cultural Heritage Values
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, remnant bushland and civic open space. The strategic plan also addresses the need for rationalisation of open space in certain areas and the acquisition of open space in others and addresses the methods by which this may be undertaken. Recommendations outlined in the Strategic Plan that relate specifically to this plan of management include the development of plans of management for all district parks, the requirement for both sporting and informal recreational opportunities to be provided and the need to increase access to additional sports playing fields in specific areas of the City.

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/departamental 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 3: 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

Section 94 Contributions Plan

The Section 94 (of the Environmental Planning and Assessment Act, 1979) Contributions Plan which permits Council to levy developers for funds to embellish existing open space or for the dedication of new open space, will also be directly affected by the recommendations and completion dates within this plan of management. The current plan allows for contributions to be used to embellish 'regional open space facilities', of which district parks are included along with those open space areas that are now called 'regional parks' and 'beach and coastal reserves' under the COSRPOM.

Plans of Management

Two site specific plans have already been drawn up for district parks and are summarised as follows. All district parks are recommended for plans of management before the end of this decade. Review of existing plans of management (PoM's) should be led by the recommendations held within this generic plan. Similarly, all new site specific PoM's are to adhere to the recommendations held within this plan.

Latham Park - South Coogee, 1985

This PoM refers solely to the management of Latham Park and the use of the park by vested interests. There is no time span for the life of the plan. The uses upon the land at the time of the plan were for bowling and rugby union and leased by South Coogee Bowling Club and by Randwick Rugby Club. Presently a management agreement exists between Council and the tennis court operator. This is the first management agreement of its kind within open space areas of Randwick City Council. Main issues within the PoM included; the lease arrangements with the Bowling and Rugby Clubs, the tennis complex proposal, the use of the amenities block, use of the undeveloped area of the park and the tenure of the park.



Pioneer's Park - Malabar, 1990

This PoM relates to the park only and specifies the management of the users who have a vested interest in the park. The life of the plan is approximately ten years and the main issue relates to the licence agreements between the primary users; South Eastern Juniors Rugby League Football Club who sub-lease to South Eastern Little Athletics Inc. and St. Spyridon College. This agreement is still to be drawn up.

*Future Plans of Management**Snape Park*

Presently hired out on seasonal licenses by South Sydney Junior Rugby league club. Formalising a license agreement with the club is an option to be explored within the plan of management process for this park

Nagle Park

Presently hired out on a seasonal license to the Eastern Suburbs Junior Rugby Union and to Coogee-Randwick Junior Rugby League Football Club. Formalising a license agreement with one or both of these clubs is an option to be explored within the plan of management process for this park.

Kensington Oval

The Kensington Bowling Club has an expired licence on the eastern portion of the park and the South Sydney Junior Rugby League Football League has a seasonal licence for the oval. Renewal and formalising the license agreements with these clubs is an option to be explored within the plan of management process for this park.

Coral Sea Park

Maroubra United Soccer Club Inc. has a six monthly seasonal licence which may be formalised with the club within the plan of management process for this park.

Relationship between the Site Specific Plans of Management and this Generic Plan

The above plans that have already been prepared will be reviewed at the date indicated within each individual plan, having regard to the direction and emphasis set out within this generic plan of management. The objectives within Section 3 of this document relate closely to the development and review of site specific plans of management. Having made a positive start on the district parks with a number of plans of management, it is now necessary to complete the final plans that provide clear and specific management recommendations for the remaining district parks within the City of Randwick. It is intended that this generic plan will provide the first fully comprehensive plan for district parks.



3. ISSUES, PRIORITIES AND IMPLEMENTATION

3.1 Major Issues

Issue 1: Management Planning

Appropriate management planning enables the implementation of recommendations. For district parks, a requirement for site specific plans of management will enable most major works within these areas to occur only after the comprehensive plan of management process comprising community consultation and participation has been undertaken. Other management planning systems that are necessary include the updating of and improvements to Council's Recreation Inventory which lists all open space areas, categorises their type and documents any other notable features for each site. This requires a comprehensive review in light of the recommendations within this and the other generic plans of management. Links with the other existing management systems as described in Section 2.5 are also an important part of ensuring that plans of management contain realistic recommendations and are properly resourced.

Other items such as licensing, leasing and the issuing of permits as recommended within the City Open Space and Recreation Strategic Plan are relevant to district parks. The objective of performance measuring is also presented.

Issue 2: Permissible Use, Leasing, Licensing and Permits

Within district parks, a wide variety of formal and informal recreational activities are encouraged. Significantly, indoor sporting facilities are viewed as permissible and leasing and licensing of facilities and playing fields is also considered appropriate. The occasional hiring of sections of these open space areas for carnivals, film or outdoor theatre, special events and social gatherings is also appropriate through the issuing of permits. Table 4 shows those activities and uses that were considered to be suitable/unsuitable within district parks.



Table 4: Suitable and Unsuitable Activities and Facilities within District Parks

Activity/Facility	Score	Assessment
telephones	0	suitable
dogs	1	suitable
leased sports fields	0	suitable
leased indoor sports	1	suitable
playing fields	0	suitable
cafe's	1	suitable
indoor public centre	1	unsuitable
playgrounds	0	suitable
bike tracks/lanes	0	suitable
parking	0	suitable
kiosks	0	suitable
basketball/court games	0	suitable
walking tracks	1	suitable
roller/skateboard area	0	suitable
picnic/BBQ facilities	1	suitable
outdoor performance	0	suitable
toilets	0	suitable
special events	0	suitable
markets	2	suitable
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 (26/7/95) considered the facility to be inappropriate.

There are two relevant Acts: the Crown Lands Act (1989) and; the Local Government Act (1993). Different provisions exist for the LG Act than those for the Crown Lands Act. The Crown Lands Act does not allow revenue from the leased or licensed facility to be provided purely as a source of profit whereas the LG Act does not specify on this matter. All leases and licenses however are also now subject to the objectives set out in this plan which are determined by the values of the district parks as identified by community representatives and by site constraints. Licenses rather than leases are appropriate within district parks and will be detailed within site specific plans of management. No sub-licensing will be acceptable within new licence agreements. Further details regarding lease, licence and permit agreements are set out in Appendix D. The following table (Table 5) shows those licenses and leases currently apply to district parks:



Table 5: Leases and Licences Currently in Operation within District Parks

<i>Name of district park</i>	<i>licence</i>	<i>lease</i>
Snape	South Sydney Juniors Rugby League Football Club	
Nagle	Eastern Suburbs- Randwick Junior Rugby Union	
	South Sydney District Junior Rugby Football League	
Coral Sea Park	Maroubra United Soccer Club Inc.	
Kensington Park	Kensington Bowling Club (license expired)	
	South Sydney Junior Rugby Football League	
Latham Park		Tennis Club lease pending
Pioneers Park	South East Junior Rugby League Football Club	

Permits will be issued for activities that are proposed by community members or sporting groups for short term periods or as one off events. These will replace the existing 'seasonal licence' arrangement in which the applicant must fulfill specific conditions and user pays costs as set out in the City Open Space and Recreation Strategic Plan.

Issue 3: Recreational Provision

Traditionally, district parks have been the home of sporting activities, particularly within the City of Randwick where a strong sporting spirit and high participation rates have dominated recreation. On a national level and even at a global level, participation in recreation has become more informal and less centred on the structured traditional games such as rugby, soccer and cricket. The terminology has also changed from 'active' and 'passive' types of recreation to 'formal' or 'structured' and 'informal' or 'unstructured', reflecting the different recreation choices available to people.

District parks in the City of Randwick are however still in strong demand, partly due to the tradition of sport within the area and partly because the provision of sports fields in the Eastern Suburbs does not meet the available demand. With this in mind the provision of facilities and recreation opportunities for those who seek less structured activities is on the increase and, to some extent should be met by these large parks that often have under-utilised recreation space, particularly along the perimeter areas. The district park setting should *invite* informal recreation users through the use of appropriate landscape works, appropriate seating, shade, play equipment for children and the provision of picnic facilities which all improve the mix of recreation opportunities in these traditionally sports dominated open space areas.

The multi-use of playing fields and buildings is also encouraged whereby popular new activities/games/sports can have the opportunity to utilise these areas and hire out fields where appropriate. This encourages a broader range of people to participate in recreation within district parks



and ensures that Randwick residents have the opportunity to excel in new recreation activities as they become popular. Indoor sports centres providing opportunities such as swimming and gymnasiums are more appropriate to regional parks than district parks.

Issue 4: *Facilities and Amenities*

'Facilities' is the term used for those items that are recreational aids or part of the activity for example goal posts, score boards, seating, picnic tables, playground equipment and cricket nets. 'Amenities' is the term used for those items that are associated but not integral to the recreation activity for example toilets, showers, bubblers and first aid rooms. District parks require both facilities and amenities to a greater extent than all other park types due to the number of people involved, the type and range of activities being undertaken and the relatively confined space in which it is all happening. Each district park will require specific investigation as to the range and quantity of facilities required within each site specific plan of management. General considerations for the provision of facilities and amenities are however set out in Section 3.2.

Issue 5: *Visitor Management*

Visitor management involves improving access to and within district parks, the enforcement of rules and restrictions and the management of the various interests and users of the park. Access via public transport is favoured by community members as one of the dominant 'values' and each plan of management should address this need and provision and recommend improvements where necessary. Parking is permissible within district parks according to the site specific conditions identified within the individual plans.

Rules and appropriate activities within parks should be clearly signposted and enforced. These rules and regulations will require regular review as trends and activities of a legitimate and prohibited nature will vary continuously. Parks staff should be easily identifiable to the park users and others by means of Council uniform, badges or headwear so that people may report anti-social activity and as a deterrent to vandals.

Management of the varying interests within District Parks such as sports groups, individuals, dog walkers, etc., must be sensitively dealt with in terms of the hours or location of use and their dominance within the parks. Appropriate signage, planting to define various settings, the booking system and lease, licence and permit arrangements all contribute to ensuring user groups are sensitively and safely managed in relation to one another.

Issue 6: *Communication*

As outlined above, communication with users of the park is a necessary consideration and will normally occur through appropriate signage and in some cases leafleting of local residents. Signage must portray those activities that are inappropriate, contact telephone numbers in times of an emergency and positive information such as those activities that are permitted or alternative locations where they may be undertaken. The community should be encouraged to become involved in the planning process for a District Park through a plan of management community workshop or through a local meeting to discuss playground re-development options. Localised needs and information will become available through this process that will enable improvements that are considered important to those that utilise the park.

Council's Communication with schools has also been identified as an important step towards increasing the use of school playing fields to the mutual benefit of all. Additionally, Council's representation within



major sporting recreation authorities/organisations will enable the transfer of information and ideas which may result in improved management/maintenance /cost reductions within this park type..

Issue 7: *Design*

Design incorporates a large number of considerations including the design of landscape works, park buildings, furniture and fittings, other structures including art works, to name but a few. The size and nature of district parks requires that a number of settings should be made available such as a playground setting, sports fields setting, picnic area setting, designated dog walking areas and areas for walking and enjoying some shade within. In this regard, design is inseparable from vegetation and must be clearly set out as design master plans within the site specific plans of management.

Innovation and creativity must be reflected in all district park designs in accordance with budget provisions and site character and constraints. These new or improved facilities should, wherever possible minimise the level of maintenance required through the use of durable materials and styles that are fully appropriate to the activities for which the facilities will be used. Buildings in particular should be designed so that their dominance on the remainder of the park is minimised. This may be through the use of appropriate colour schemes, roofing or wall details or with the addition of screen planting in strategic locations. 'Recreation building development zones' should be considered within the development of site specific plans of management whereby the need for additional or existing buildings should be assessed and their relation to the rest of the park may be reviewed.

Access along pathways is to be carefully considered within all district parks and in a design sense should be created or improved only along routes that connect logical areas of use. Any re-location of buildings or specific recreation activity areas will effect the routing and location of pathways.

Issue 8: *Vegetation*

As for 'design' above, vegetation within district parks should be appropriate to a variety of setting types for the various recreation areas and activities. Within the sports fields, effective turf laying and maintenance practices will help to save money and other resources and ensure a safe and durable playing surface. Trees are required within the less formal recreation areas where people may picnic, use the playground or stroll through the park. Grass areas underneath and between the trees will be of a different type from that used for the playing fields and should be suited to people sitting and relaxing on it. Trees may also act as wind breaks and screening between various recreation uses and buildings. Vegetation must not become a safety issue - appropriate species must be selected for inclusion within landscape plans for site specific plans of management.

The Draft Street Tree Masterplan should be utilised when selecting appropriate species for specific parks. The Masterplan provides a palette of tree species which are appropriate to each identified locality throughout the City of Randwick.

Issue 9: *Maintenance, Safety and Risk Management*

Maintenance within district parks is a particularly expensive and staff intensive area of Council's overall parks responsibilities. A formalised maintenance program has been in the pipeline for a number of years and is constantly undergoing improvements. Programs should also be tailor made for each district park and broadly determined within each plan of management. It would be useful to record the program on a computer data base system and maintain any changes that take place. This would both ensure that maintenance practice is being continually improved and assessed and would also help defend Council's



public liability by presenting a consistent maintenance program for all district parks. Field rotation systems should be introduced at specific park locations which must be determined within the site specific plan of management. Staff training should be provided on a regular basis in relation to maintenance practice within these and other park types.

Maintenance practices should run hand in glove with safety and risk management. This will require day to day maintenance to be undertaken with risk assessment being part of the maintenance work. This method of risk minimisation should reduce public liability and Council's litigation costs. Maintenance practice should also incorporate measures which have respect for the protection of our environment as well as the community's wellbeing. The efficient use of water and electricity and the appropriate use of chemicals are some examples of responsible maintenance practice. Regular monitoring of revised maintenance and safety practices is necessary in order to check any unexpected occurrences that create potentially dangerous situations. The installation and use of signage is also beneficial in portraying information to users such as the appropriateness or otherwise of particular activities.

Issue 10: Funding

Recommendations contained within this generic plan of management must have regard to existing and estimated funding sources in order for the objectives to be fulfilled. There are a number of available grants in addition to a Section 94 funds that are released each year for the embellishment of 'regional open space' of which district parks are included. Grants are usually tied to specific projects which may from time to time necessitate the review of priorities and performance targets. The twenty year lifespan for this plan should aid the need for flexibility. Essentially, any recommendations that have cost implications may begin at the earliest convenience if funds do become available.

User Pays

A pricing strategy for the use of facilities at open space locations has been proposed within the City Open Space and Recreation Strategic Plan due to rising costs and budget cuts. The 'user pays' system will supplement revenue from traditional sources. These charges are based on the cost of maintaining the areas used in an exclusive way for recreational purposes. Profits are not derived from this strategy. Fees will enable Council to more readily carry out improvement works to the areas where charges are incurred by users. The user pays pricing system covers the following types of recreation all of which are permissible within district parks.

- (i) *Sports playing fields and community recreation*
- (ii) *Private social functions*
- (iii) *Private commercial activities*
- (iv) *Charity and Community Events:* A nominal flat rate covering a percentage of maintenance costs only should be charged for any charity or community event such as a hospital fund raising event or community arts. Each event should be assessed on its merits and nominally charged accordingly.

Further details of the new 'user pays' pricing system are provided in Appendix C.



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 headings as those presented in Section 3.1. The table columns are explained as follows:

Table 6: Explanation of Objectives, Priorities and Performance Targets

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	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>	The section or department within Council that has the final responsibility for the achievement of this objective by the target dates	<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 develop site specific plans of management for district parks	1. Determine a priority listing of plans of management still to be undertaken for District Parks starting with Council owned land under the Local Government Act, 1993, following with Crown Land under the Crown Lands Act, 1989	short term	Recreation Assets Manager	* plans of management undertaken
	2. Complete all site specific plans of management for district parks by 1998	short term		
	3. Prioritise and review existing plans of management for district parks	medium term		
B) To ensure that funds and other resources are allocated to plans of management prior to their implementation	1. Funding for the preparation of the plan of management to be allocated within the relevant budget	medium term	Recreation Assets Manager	* appropriate funds allocation prior to plan development * recommendations incorporated into annual works programs
	2. Allocate works according to their target date, within the respective annual works programs	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To provide an effective means of monitoring performance targets for each site specific plan of management	1. Identify key indicators for the site specific plans of management	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> key indicators identified indicators are flexible and reviewed annually
	2. Provide flexible performance indicators for objectives in each plan of management	ongoing		
	3. Annual review of performance indicators via annual works programs - any significant changes must be formally assessed by Council	ongoing		
D) To review and revise district park categories within Council's recreation inventory	1. Change the following open space areas to district park categories: <ul style="list-style-type: none"> Coral Sea Park (currently listed as a neighbourhood park) 	short term	Recreation Assets Manager	<ul style="list-style-type: none"> recreation inventory reviewed and updated
	2. Change the following open space areas that are presently categorised 'district parks' as follows: <ul style="list-style-type: none"> Heffron Park to regional park status 	short term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
E) To permit facilities and a diversity of recreational opportunities within district parks as appropriate to identified values	1. Adopt those facilities and activities identified by community representatives within Section 3.1 as 'suitable/unsuitable uses' for district parks	short term	Recreation Assets Manager Manager - Strategic Planning	<ul style="list-style-type: none"> * permissible facilities considered within specific plans of management * review of this plan regarding permissible use
	2. Determine which locations within each district park the above are suited to through the site specific plan of management process	medium term		
	3. Continue to monitor uses, trends and needs and their relevance to district parks	long term		
F) To prohibit activities that are not conducive to the identified values for this open space type	1. Motorbike riding, horse riding, golf, archery outside designated areas and other similar potentially dangerous activities	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> * inappropriate uses and activities within district parks minimised
	2. Prohibit vehicular access to the park other than authorised service and maintenance vehicles	ongoing		



Issue 2 : Leases, licenses and Permits

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To enter into lease and/or licence agreements with organisations that promote recreational activity within district parks	1. Ensure that lease/licence agreements are in compliance with the LG Act, 1993 and the Crown Lands Act, 1989 as appropriate and have a clear and unambiguous intent	ongoing	Recreation Assets Manager Director - Corporate Services	<ul style="list-style-type: none"> * all lease/licence conditions complied with * lessees and licensees satisfaction increased
	2. Lease agreements to be entered into only when the lessee agrees to undertake capital improvements to a sum of no less than \$1.2 million	ongoing		
	3. Responsibility for maintenance of the leased area to be solely that of the lessee	ongoing		
	4. Licenses are to avoid any rights to <i>exclusive</i> occupancy	ongoing		
	5. No licence agreement is to exceed a five year period, with an additional five year optionnnnnn if conditions contained in the COSRPOM Strategic Plan have been satisfied	ongoing		
	6. Licensees and lessees will not be permitted to sub-licence or sub-lease facilities to a third party	ongoing		



B)	To develop and implement a permit system to replace the current 'seasonal licence' arrangement	1. Sporting groups that use the parks on a regular basis and have no input in maintenance or other improvements to apply for a permit on a seasonal basis	short	Recreation Assets Manager	<ul style="list-style-type: none"> * permit system in place * positive response from permit holders * efficiency of bookings and charges improved
		2. One off events and activities that are appropriate to the values of these parks are eligible to apply for permits	ongoing		
		3. Permit holders to be charged through the 'user pays' system as set out in the Strategic Plan	ongoing		



Issue 3 : Recreation

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide a range of recreation opportunities to meet identified structured recreation requirements	1. Introduce new sports to district parks when there is a demand for them	as appropriate	Recreation Assets Manager	<ul style="list-style-type: none"> specific areas identified for use as structured sports areas increasing level of structured recreation needs fulfilled as measured through a recreation needs survey
	2. Encourage the multi-use of sports fields allowing equal access of various sports to district parks without risk to the sustainable use of the recreation areas	ongoing		
B) To provide a range of recreation settings to meet unstructured recreation requirements	1. Provide informal recreation opportunities within district parks through landscape works, seating shade provision, footpaths and children's cycleways as appropriate	ongoing	Recreation Assets Manager Manager - Parks and Recreation	<ul style="list-style-type: none"> a diversity of recreation opportunities user satisfaction areas identified for informal recreation activities dog areas and associated bins installed
	2. Playgrounds, picnic/BBQ and other associated facilities to be provided where site specific plans of management identify a need	as appropriate		
	3. Designate dog walking areas and ensure the appropriate management of dog waste within district parks	medium term		



Issue 4 : Visitor Management

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To improve physical and perceived access to district parks	1. Provide improved opportunities for access to district parks such as bicycle routes, walking tracks, bus routes and private vehicles	medium term	Manager - Design and Traffic	<ul style="list-style-type: none"> * new access initiatives undertaken * parking problems minimised * visitor satisfaction increased as measured at each district park location
	2. Assess the need for additional bus services to each district park	medium term	Manager - Parks and Recreation	
	3. Ensure vehicular access and parking facilities are in accordance with needs for each district park as identified within site specific plans	as appropriate		
B) To significantly reduce anti-social behaviour and illegal activities within these parks	1. Provide information (signage) on those activities that are not permitted within district parks and alternative sites where such activities are permitted	ongoing	Works - Rangers	<ul style="list-style-type: none"> * signage installed * fines enforced * parks staff have a high profile
	2. Enforce fines on those who break the law within district parks	ongoing		
	3. Ensure parks staff are identifiable to park users through the provision of uniforms/badges/hats, etc.	medium term		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
C) To minimise the dominating effect of activities that use certain areas of the park	1. Restrict the <i>exclusive</i> use of activities within district parks in compliance with the broad objectives of this plan	ongoing	Recreation Assets Manager	* plan values upheld * equitable booking system in place
	2. Implement an upgraded booking system that ensures equitable use of district park facilities	short term		



Issue 5 : Facilities and Amenities

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide appropriate amenities that serve the recreational needs of the parks	1. The provision of the following amenities may be necessary in achieving this goal: * bubblers *toilets * hot and cold water showers *kiosks * litter bins *signage *shade *dog bins and pooper scoopers *change rooms with adequate lighting and ventilation *storage rooms *first aid room	long term	Manager - Parks and Recreation Recreation Assets Manager	* amenities provided as appropriate
B) To provide appropriate facilities linked to sports and informal recreation types	1. The provision of the following facilities may be necessary in achieving this goal: * goal posts (movable and adjustable where appropriate) * line markings *playground facilities *scoreboards, lighting and cricket wickets and nets, where appropriate	short term	Manager - Parks and Recreation Recreation Assets Manager	* facilities provided as appropriate * sporting quality increased as a result of improved facilities * special needs playgrounds installed where appropriate
	2. Incorporate special use playground facilities for children with disabilities if needs have been identified within the site specific plan of management.	long term		
	3. High grade sporting facilities to be provided within these parks for quality sports opportunities	ongoing		



Issue 6 : Communication

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To ensure Council and licensees/lessees communicate effectively	1. Lessee/licensee to provide annual reports to Council containing a record of accounts, number of teams and age groups, type of activity and any issues that have arisen over the year	ongoing	Recreation Assets Manager Director-Corporate Services	<ul style="list-style-type: none"> * annual reports presented * meetings held * positive feedback from involved parties
	2. A general meeting to take place twice a year between a Council representative and the licensee/lessee to exchange information	ongoing		
B) To negotiate after hours access to school playing fields	1. Meet with local schools to discuss options and benefits	short term	Recreation Assets Manager	<ul style="list-style-type: none"> * meeting undertaken * mediation underway if above successful * increased access to school recreation areas if above successful
	2. If (1) is successful, mediate with local clubs and schools with a view to the two parties sharing resources to maintain playing fields and other areas within the district parks	as appropriate		
C) To install appropriate signage and information	1. Signs to portray both positive and prohibitive information including appropriate activities, Council and security contact numbers	ongoing	Recreation Assets Manager Manager - Parks and Recreation	* signage installed
	2. Signs to be co-ordinated with overall setting within the park and to have a co-ordinated style throughout as set out in the draft 'Urban Design Manual'	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
D) To communicate with and be represented on appropriate sporting bodies and organisations	1. Determine which organisation (eg. area sports union) will best serve the interests of the Randwick community's sporting requirements through Council representation	medium term	Works - Recreation	<ul style="list-style-type: none"> * council representation at appropriate meetings * increased information transfer to and from large sporting organisations * improved distribution of sporting use among neighbouring council areas
	2. Determine within the above forum how best to co-ordinate the allocation of limited sporting facilities	medium term		



Issue 7: Design

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To create a series of appropriately designed settings that have regard to community needs, site and funding constraints.	1. Settings to have a mix of opportunities including open turf areas within the central part of the park and landscaped areas around the perimeter	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> • settings to be suited to identified community need and the values set out in this plan of management • innovative and creative designs incorporated • maintenance and other ongoing costs minimised through the implementation of advanced design techniques
	2. Plans of management to further define appropriate settings and community needs	as appropriate	Manager - Parks and Recreation	
	3. Seek and encourage innovation and creativity in the design of district park settings and facilities	ongoing		
	4. Where feasible, design facilities and amenities that require low maintenance without compromising the original design intent	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To ensure that buildings within district parks have minimum impact on the overall park setting and the visitor experience	1. Assess the requirement for retention of facilities within the plan of management process or replacement with aesthetically appropriate multi-functional facilities	as appropriate	Parks and Recreation Planning	<ul style="list-style-type: none"> existing buildings assessed for suitability design criteria and recreation building development zones applied where appropriate building aesthetics improved and impact minimised
	2. Where appropriate provide architectural design criteria for district park buildings for forthcoming plans of management	ongoing		
	3. Buildings to be of an aesthetically acceptable design and to be replaced/refurbished when funds and priorities dictate	ongoing		
	4. Consider the need for recreation building development zones within each district park plan of management	as appropriate		
C) To ensure pathways and access to buildings is of a suitable standard	1. Access standards to be complied with for all buildings and pathways	ongoing	Design and Traffic Engineers	* access standards met
	2. undertake detailed access assessment within the plan of management process	as appropriate		



Issue 8 : Vegetation

OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To provide high quality, durable grassed areas for sporting activities	1. Prepare effective planting and maintenance programs for high use sports fields	ongoing	Recreation Assets Manager and Maintenance	* increased carrying capacity
	2. Shade trees to be planted on perimeter of playing fields to also act as wind breaks and screening	medium term	Manager - Parks and Recreation	* low impact on playing surfaces
	3. Screen planting also to be used to screen buildings from the rest of the park	long term		* good grass cover
	4. Ensure planting does not obscure access and safety along paths - appropriate species choice and planting design are important considerations	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	TARGET PERIOD	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To provide shade and other landscaped areas for informal recreation enjoyment	1. Provide shade trees along perimeters of playing fields and adjacent to playgrounds, seating and picnic areas	medium term	Manager - Parks and Recreation	<ul style="list-style-type: none"> increased informal recreation activities increase in suitable vegetation for informal recreation
	2. Use shrubs and other low growing plants to determine boundaries between the formal and informal recreation areas without compromising vision between the two	long term	Recreation Assets Manager	
	3. Provide and maintain appropriate grass species for informal recreation which is suitable for sitting on	ongoing		
	4. Utilise the street tree Masterplan for species choice appropriate to the local area and historic or cultural characteristics	ongoing		



Issue 9 : Maintenance, Safety and Risk

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET ¹	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To maintain playing fields to a safe and usable standard	1. Develop computerised maintenance programs for the various settings within district parks	medium term	Recreation Assets Manager	<ul style="list-style-type: none"> * computerised maintenance program set up * staff training regularly undertaken * carrying capacity determined and monitored * new equipment trialled and tested * lease/license maintenance agreements carried out * reduced or static cost of lighting provision for existing lights
	2. Provide appropriate staff training in relation to new and existing maintenance programs	medium term		
	3. Determine the carrying capacity of each park and adapt appropriate programs	ongoing		
	4. Seek to improve maintenance technology and test new equipment as it becomes available	ongoing		
	5. Lessors/Licensees to maintain landscaped perimeter areas as well as sporting areas within district parks	ongoing		
	6. Existing lighting to be efficiently used, maintained and replaced as necessary and fitted with light hoods to reduce impact on adjacent residents	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To maintain district parks in to environmentally and economically responsible condition	1. Demonstrate the efficient use of water through the implementation of Department of Land and Water guidelines: 'Water-Wise Program'	ongoing	Works - Division	<ul style="list-style-type: none"> * reduced maintenance costs * reduced water usage * increased field quality
	2. Where possible adopt a field rotation system so that the playing fields have periodic rest from use	ongoing		
C) To minimise the risk to public health and safety	1. Provide a first aid room at each district park and appropriate access for emergency vehicles	long term	Works - Division Manager - Parks and Recreation Recreation Assets Manager	<ul style="list-style-type: none"> * reduced costs resulting from litigation * reduced use of chemicals * increased user satisfaction
	2. Ensure as a condition of use that a first aid officer is available during formal contact sports activities	short term		
	3. Undertake comprehensive safety checks of all recreation facilities on a regular basis	ongoing		
	4. Minimise the use of chemicals and adhere to EPA standards and guidance as to the use of new alternatives	ongoing		
	5. Provide signage and associated reasoning that portrays inappropriate activities or inappropriate locations of certain activities that may create a conflict between various park users	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
D) To minimise Council's public risk liability at district parks	1. Give consideration to the recommendations provided within the PREMSURE risk audit when implementing risk prevention systems	short term	Works - Division	<ul style="list-style-type: none"> reduced litigation reduced costs resulting from above increased user satisfaction as identified through visitor surveys
	2. Prioritise and program works, maintenance and safety inspections that will minimise public risk in district parks	ongoing	Director - Corporate Services	

Issue 10: Funding

OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
A) To ensure that recommendations within this plan and associated site specific plans are allocated funds within the annual works program	1. Works to be allocated within the relevant annual works program	ongoing	Recreation Assets Manager	<ul style="list-style-type: none"> funds allocated as appropriate within the annual works programs alternative funding sources explored and funding applications submitted increased funding from alternative sources available
	2. Explore available alternative sources of funding and appropriately allocate to specific works	ongoing	Manager - Parks and Recreation	
	3. Prepare quality funding submissions based on existing plan of management recommendations	ongoing		



OBJECTIVE	MEANS OF ACHIEVEMENT	PERFORMANCE TARGET	RESPONSIBILITY	MEANS OF ASSESSMENT
B) To develop and implement an equitable fees and charges based on a User Pays system for a diverse number of activities (as presented in appendix C)	1. Implement the fees and charges for all hired facilities as set out in Appendix C	ongoing	Recreation Assets Manager Director -Corporate Services	* user pays system implemented within determined timeframe
C) To establish a pool of finance for organisations with a licence agreement that may apply for the finance on an annual basis to improve their licence area	1. Council is to set aside a sum of money on an annual basis to be used as a grant for licensed organisations	long term	Director -Corporate Services	* funds set aside on an annual basis specifically for this purpose
	2. Organisations licensing areas within district parks, to submit applications for the grant stating the proposed works they need to undertake and reasons why the work is necessary	long term	Recreation Assets Manager	* funds provided to applicants that have demonstrated appropriate need and benefits to the community
	3. Council to decide which facility is to receive the annual sum based on identified need and benefits to the community - funds to be equitably distributed throughout the City of Randwick	long term		



3.3 Indicative Time Frame for Implementation

Issue 1: Management

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		priority listing of plans of management			
A2		complete site specific plans of management for district parks by 1998			
A3		prioritise and review existing plans of management for district parks			
B1		funding to be allocated within the relevant budget			
B2		allocate works according to their target date			
C1		identify key indicators for the site specific plans of management			
C2		provide flexible performance indicators for objectives in each plan of management			
C3		annual review of performance indicators via annual works programs			
D1		change the following open space areas to district park categories: • Coral Sea Park (currently listed as a neighbourhood park)			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
D2		change the following open space areas presently categorised 'district parks' as follows: • Heffron Park to regional park status			
E1		permit facilities and activities identified as suitable within Section 3.1			
E2		determine locations within each district park the above are suited to through the site specific plan of management process			
E3		Continue to monitor uses, trends and needs and their relevance to district parks			
F1		Motorbike riding, horse riding, golf, archery outside designated areas and other similar potentially dangerous activities			
F2		Prohibit vehicular access to the park other than authorised service and maintenance vehicles			



Issue 2 : Visitor Management

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996-2000	2000-2006	2006-20	
A1		provide improved opportunities for access to district parks such as bicycle routes, walking tracks, bus routes and private vehicles			
A2		assess the need for additional bus services to each district park			
A3	Ensure vehicular access and parking facilities are in accordance with needs as appropriate				
B1		provide information (signage) on those activities that are not permitted within district parks and alternative sites where such activities are permitted			
B2		enforce fines on those who break the law within district parks			
B3		Ensure parks staff are identifiable to park users through the provision of uniforms/badges/hats, etc.			
C1		restrict the exclusive use of activities within district parks in compliance with the broad objectives of this plan			
C2		implement an upgraded booking system			



Issue 3 : Leases and Licenses

WORKS	COMMENTS	FINANCIAL YEAR		
		SHORT TERM	MEDIUM TERM	LONG TERM
		1996-2000	2000-2006	2006-20
A1		Ensure that lease/licence agreements are in compliance with the LG Act, 1993 and the Crown Lands Act, 1989.		
A2		Lease agreements to be entered into only when the lessee agrees to undertake capital improvements		
A3		Responsibility for maintenance of the leased area to be solely that of the lessee		
A4		Licenses are to avoid any rights to exclusive occupancy		
A5		No licence agreement is to exceed a five year period, with an additional five year option/until if conditions contained in the COSRPOM Strategic Plan have been satisfied		
A6		Licensees and lessees will not be permitted to sub-licence or sub-lease facilities to a third party		
B1		Sporting groups using parks regularly but with no maintenance input to apply for a permit on a seasonal basis		
B2		One off events and activities that are appropriate to the values of these parks are eligible to apply for permits		
B3		Permit holders to be charged through the 'user pays' system as set out in the Strategic Plan		



Issue 4 : Recreation

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996-2000	2000-2006	2006-20	
A1	Introduce new sports to district parks when there is a demand for them <i>as appropriate</i>				
A2		Encourage the multi-use of sports fields allowing equal access of various sports to district parks without risk to the sustainable use of the recreation areas			
B1		Provide informal recreation opportunities within district parks through landscape works, seating shade provision, footpaths and children's cycleways as appropriate			
B2	Playgrounds, picnic/BBQ and other associated facilities to be provided where site specific plans of management identify a need <i>as appropriate</i>				
B3		Designate dog walking areas and ensure the appropriate management of dog waste within district parks			



Issue 5 : Facilities and Amenities

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
A1		1996-2000	2000-2006	2006-20	
	the provision of the following amenities may be necessary in achieving this goal: • bubblers • toilets • hot and cold water showers • kiosks • litter bins • signage • shade • dog bins and pooper scoopers • change rooms with adequate lighting and ventilation • storage rooms • first aid room				
B1		the provision of the following facilities may be necessary in achieving this goal: • goal posts (movable and adjustable where appropriate) • line markings • playground facilities • scoreboards lighting and cricket wickets and nets, where appropriate			
B2		Incorporate special use playground facilities for children with disabilities if needs have been identified within the site specific plan of management			
B3		high grade sporting facilities to be provided within these parks for quality sports opportunities			



Issue 6 : Communication

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		Lessee/licensee to provide annual reports to Council containing a record of accounts, number of teams and age groups, type of activity and any issues that have arisen over the year			
A2		A general meeting to take place twice a year between a Council representative and the licensee/lessee to exchange information			
B1		meet with local schools to discuss options and benefits			
B2	if (1) is successful, mediate with local clubs and schools with a view to the two parties sharing resources to maintain playing fields and other areas within the district parks <i>as appropriate</i>				



WORKS	COMMENTS	FINANCIAL YEAR				ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM		
		1996-2000	2000-2006	2006-2011	2011-2016	
C1		Signs to portray both positive and prohibitive information including appropriate activities, Council and security contact numbers				
C2		Signs to be co-ordinated with overall setting within the park and to have a co-ordinated style throughout as set out in the draft 'Urban Design Manual'				
D1		Determine which organisation (eg. area sports union) will best serve the interests of the Randwick community's sporting requirements through Council representation				
D2		Determine within the above forum how best to co-ordinate the allocation of limited sporting facilities				



Issue 7 : Design

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996-2000	2000-2006	2006-20	
A1		Settings to have a mix of opportunities including open turf areas within the central part of the park and landscaped areas around the perimeter			
A2	Plans of management to further define appropriate settings and community needs <i>as appropriate</i>				
A3		Seek and encourage innovation and creativity in the design of district park settings and facilities			
A4		where feasible, design facilities and amenities that require low maintenance without compromising the original design intent			
B1	Assess the requirement for retention of facilities within the plan of management process or replacement with aesthetically appropriate multi-functional facilities <i>as appropriate</i>				
B2		Where appropriate provide architectural design criteria for district park buildings for forthcoming plans of management			
B3		Buildings to be of an aesthetically acceptable design and to be replaced/refurbished when funds and priorities dictate			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
B4	Consider the need for recreation building development zones within each district park plan of management <i>as appropriate</i>				
C1		Access standards to be complied with for all buildings and pathways			
C2	undertake detailed access assessment within the plan of management process <i>as appropriate</i>				



Issue 8 : Vegetation

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		Prepare effective planting and maintenance programs for high use sports fields			
A2		shade trees to be planted on perimeter of playing fields to also act as wind breaks and screening			
A3		screen planting also to be used to screen buildings from the rest of the park			
A4		ensure planting does not obscure access and safety along paths - appropriate species choice and planting design are important considerations			
B1		provide shade trees along perimeters of playing fields and adjacent to play grounds, seating and picnic areas			
B2		use shrubs and other low growing plants to determine boundaries between the formal and informal recreation areas without compromising vision between the two			
B3		provide and maintain appropriate grass species for informal recreation which is suitable for sitting on			
B4		Utilise the street tree Masterplan for species choice appropriate to the local area and historic or cultural characteristics			



Issue 9: Maintenance, Safety and Risk

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		1. develop computerised maintenance programs for the various settings within district parks			
A2		provide appropriate staff training in relation to new and existing maintenance programs			
A3		Determine the carrying capacity of each park and adapt appropriate programs			
A4		seek to improve maintenance technology and test new equipment as it becomes available			
A5		Lessors/Licensees to maintain landscaped perimeter areas as well as sporting areas within district parks			
A6		Existing lighting to be efficiently used, maintained and replaced as necessary and fitted with light hoods to reduce impact on adjacent residents			
B1		demonstrate the efficient use of water through the implementation of Department of Land and Water guidelines: 'WaterWise Program'			
B2		Where possible adopt a field rotation system so that the playing fields have periodic rest from use			
C1		provide a first aid room at each district park and appropriate access for emergency vehicles			
C2		ensure as a condition of use that a first aid officer is available during formal contact sports activities			
C3		undertake comprehensive safety checks of all recreation facilities on a regular basis			
C4		minimise the use of chemicals and adhere to EPA standards and guidance as to the use of new alternatives			
C5		provide signage and associated reasoning that portrays inappropriate activities or inappropriate locations of certain activities that may create a conflict between various park users			



WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM	MEDIUM TERM	LONG TERM	
		1996-2000	2000-2006	2006-20	
D1		Give consideration to the recommendations provided within the PRENSURE risk audit when implementing risk prevention systems			
D2		prioritise and program works, maintenance and safety inspections that will minimise public risk in district parks			



Issue 10 : Funding

WORKS	COMMENTS	FINANCIAL YEAR			ONGOING (ANNUAL REVIEW)
		SHORT TERM 1996-2000	MEDIUM TERM 2000-2006	LONG TERM 2006-20	
A1		works to be allocated within the relevant annual works program			
A2		explore available alternative sources of funding and appropriately allocate to specific works			
B1		prepare quality funding submissions based on existing plan of management recommendations			
B4		implement the fees and charges for all hired facilities as set out in Appendix 2			
C1		Council is to set aside a sum of money on an annual basis to be used as a grant for licensed organisations			
C2		Organisations licensing areas within district parks, to submit applications for the grant stating the proposed works they need to undertake and reasons why the work is necessary			
C3		Council to decide which facility is to receive the annual sum based on identified need and benefits to the community - funds to be equitably distributed throughout the City of Randwick			



4. REFERENCES

COSRPOM Community Survey (1995) RCC

Randwick Community Needs Survey (1986) McNair and Anderson



5. APPENDICES

Appendix A

Schedule of Council Owned District Parks

NAME	REFERENCE No.	LOCATION	DEDICATION	COMMENTS
Nagle Park	A/4-753-01	Walsh Avenue, Maroubra	notification for public recreation 29/12/33, Govt. Gazette 218	Vested in Council 25/2/77 Lease folio 107
Snape Park	A/4-683-01	Snape Street, Maroubra	notification for public recreation 25/11/08, Govt. Gazette 25/2/77	Council appointed Trustee 16/11/62 Folio 105



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:

Table 9: 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:

Table 10: 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:

Class **Park/Reserve**

Premiere Class: Coogee Oval

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

Class A: Snape 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	433.0	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:

Table 12: 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

Leasing and Licensing of Open Space Facilities

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



REMANT 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) Licences 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.
- © 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	

